

MEMOIRS OF
ROBERT DOLLAR

Vol 4

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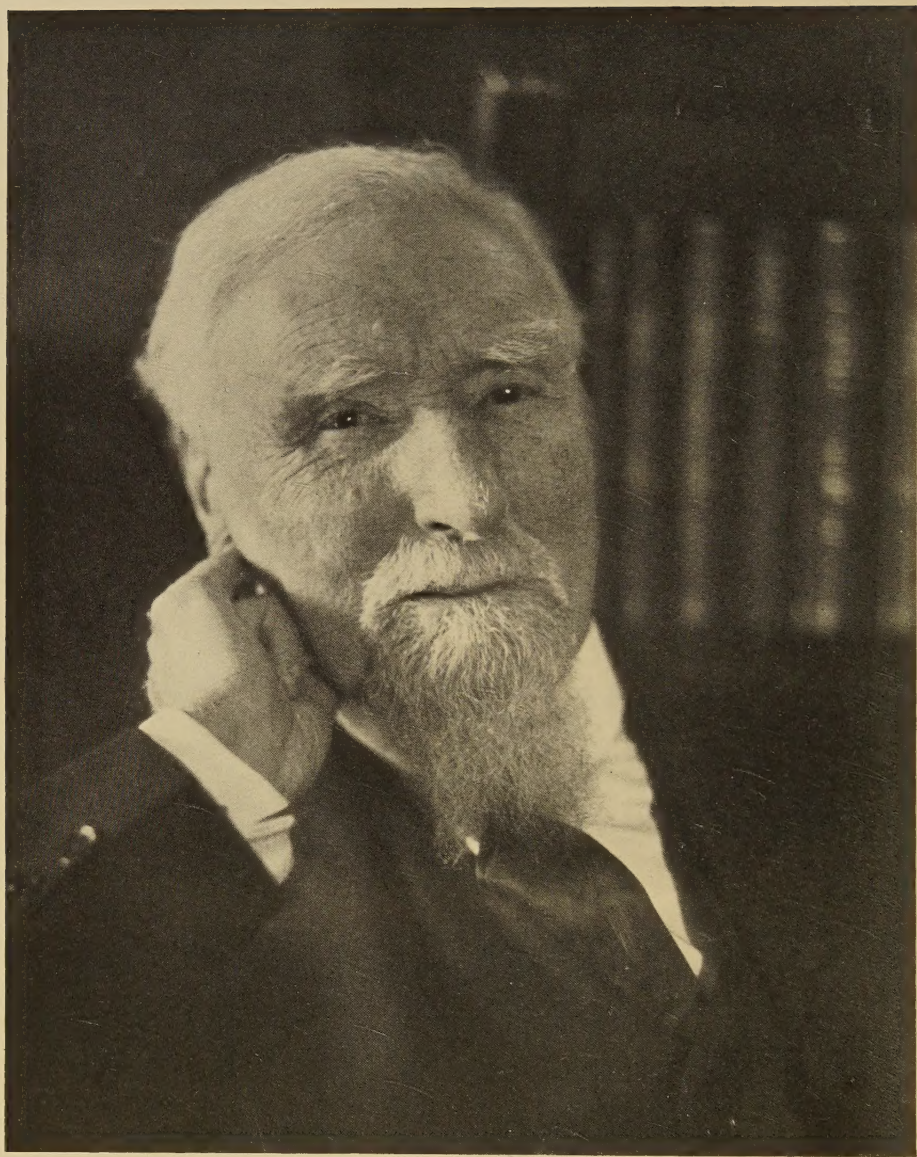
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ROBERT DOLLAR

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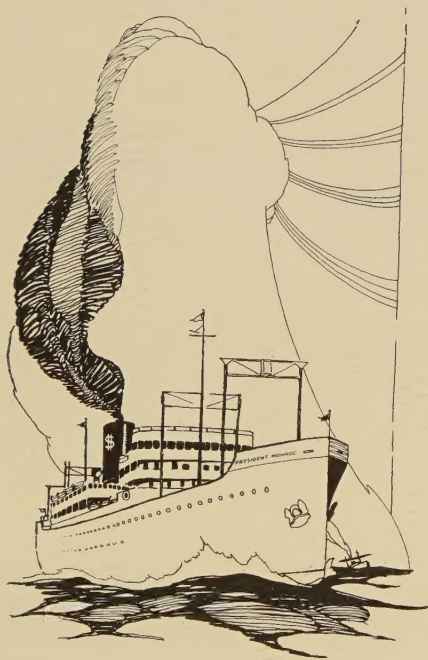
FIFTH EDITION



SAN FRANCISCO
PRIVATELY PRINTED FOR THE AUTHOR
JANUARY MCMXXV

MEMOIRS OF
ROBERT DOLLAR
///

FOURTH EDITION



SAN FRANCISCO
PRIVATELY PRINTED FOR THE AUTHOR
JANUARY MCMXXV

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INTRODUCTION

I AM publishing this third volume with the object of interesting young men in the development of foreign trade. I have devoted a great deal of effort during the later years of my life to help increase and develop American commerce abroad, and to create in foreign countries, a better feeling of friendship toward the English speaking people. The state of the American Merchant marine and the development of American foreign trade are virtually the same problem, for it is impossible for one to exist without the other.

Lest the readers of this volume are led to believe that what measure of success I have gained in this world has come easily I think it wise to recite a few incidents connected with my early life in the lumber forests of Canada.

Before coming to America I worked for a time in a machine shop in Falkirk, the town of my birth in Scotland. I began at twelve years of age and have been earning my own living ever since.

When I was thirteen I traveled to America and went to work in a stave mill in Ottawa, Canada. My salary was six dollars a month.

A year later I secured my first job in a lumber camp. My work consisted of being chore boy to the camp cook.

In order to reach the camp, or shanty as it was called in those days, we left the city of Ottawa in birch bark canoes and traveled far up the Gatina River. The rapids occurred so frequently in the river that we were compelled to get out of our canoes every few miles and carry all our baggage and provisions across each portage and then go back and get our canoes. We did this for ten days and at the end of that time reached our destination. In all we had traveled about a hundred miles, but it seemed much more than that because we had worked so hard getting our canoes upstream.

The nearest settlers to our camp lived fifty miles away, so we were entirely isolated.

Two years ago I made the motor trip from Ottawa to the site of our old camp. My friend, the late Senator Edwards, accompanied me and we made the entire journey in less than four hours. The land which had been covered with forests in the early days is now used for farming and the whole district is well settled.

The lumberjacks in the early days were the roughest of the rough and I had a lot to put up with, as I was, after all, only a boy, far from home, who knew very little about the world. The food we prepared for those men was not much to pick and choose from; beef was included in their rations only for two months during the fall of the year. The rest of the time we served fat salt pork, pea soup, beans and bread. We never even saw vegetables. If the men paid a dollar a month extra they received tea with their meals otherwise they got cold water.

Work began at daybreak and continued until dark. The lumberjacks were given Sunday off, but my work as a chore boy never ceased. The men on the whole were contented. Most of them were farmer's sons and men who were compelled to go out and earn a little to help the old folks at home.

We all wore home spun clothing. During the summer we were comfortable but the winters were very cold. In wet weather our feet were covered with beef skin moccasins. The rest of the time we wore moose or deer skin moccasins which we made ourselves.

I was being paid ten dollars a month at that time. I managed to save even on so small a salary because my wants were very few.

A year later, in the fall, I was sent with a full crew of French Canadians to a camp much farther up the river. We were three weeks reaching our destination and a more isolated spot one could not imagine than the place where we built our camp.

The reason I was sent into the forest with the French Canadian crew was because I could keep accounts in English and

at the same time understand the men as I spoke a little of their dialect.

My work consisted of working all day in the woods and keeping accounts at night. I did all my clerical work by the light of the big wood fire as we never had any candles in camp. By the end of winter I could speak French as well as any of the men, as I had been compelled to learn the language in order to get on with the men.

When spring came and the ice melted we began getting our winter cutting of logs into the river and started down to the mill. This was mighty hard work as we were wet all the time, due to the fact that we had to roll the logs off the shore and break up the dangerous jams in the rapids and falls. It took us a good part of the summer to get our logs down to Ottawa. We moved camp every day and slept out-of-doors the entire time.

With so much moving a lot of funny things were bound to occur. I remember one time the cook told me to get a bucket of water from the river as he wanted to make tea for the men. I did as he told me and when my turn came to get my tea after all the men had been served I noticed a lot of foam on the surface of the liquid in the pot. It was dark and the men had evidently been in too much of a hurry to examine what they were drinking. I told the cook about it and he got a big fork and fished around in the bottom of the pot. Pretty soon he dragged out a roll of dish rags wrapped around a piece of soap. The combination of the soap and dirty dish rags for flavoring must have tasted awful but none of the men complained and all drank their "tea."

My pay during that year had been increased to thirteen dollars a month. Out of what I had been able to save I bought a small farm, paying the balance due in small installments out of my savings. It took me quite a long time to get it all paid for, but I succeeded; and I still own that farm.

In a couple of years' time my wages were increased to seventeen dollars a month and I was put in charge of a gang in the woods. I took this gang and had them clear the timber off and then sowed a crop of oats. We also put up some log

buildings on the property and they were used as a depot for lumber operations. Although that was sixty-two years ago the buildings are still in use.

In my twenty-first year I was put in charge of a camp of fifty men. My employers had increased my salary to twenty-six dollars a month, and I was a very proud young man as I had been able, with hard work, to double my original wages in five years. Those five years were the hardest I have ever put in and they taught me that the only way to get ahead was by working just as hard as I could, being persistent and overcoming all sorts of difficulties and always putting aside a little money. The thing that counts in this world is how much you save, not how much you earn. That is something a lot of young men in these expensive modern days have yet to learn.

When I think of the way we worked and saved in those days and then look at the young men of this generation I cannot help but feel that they will never know what real hard work means. In the days of my youth it was the survival of the fittest and only the strongest and heartiest remained in the race. The strain of work wore down all except the strong. In summer, when the days were long, we had breakfast before sun-up and were hard at work by five o'clock. With the exception of an hour off for dinner we worked straight through until seven in the evening. In later years they gave us fifteen minutes for tea in the afternoon, but that was all the rest we knew.

Nowadays lumber camps are equipped with electric lights and separate cabins are provided for every two or three men, whereas in my time fifty or sixty men occupied one bunk house. Present day camps also provide hot and cold water but in the old times we took a swim in September which lasted us until the next May, when it was again warm enough to go into the river.

When I finally decided to go into business for myself I was earning forty-four dollars a month, which was considered a good salary. My first business venture turned out badly; I lost all I had saved and was in debt besides. In order to pay

up my debts I took a job as superintendent of ten lumber camps at the magnificent salary of one hundred dollars a month. I got married about that time and my wife helped me to energetically save up money to pay off my debts. It took us about three years to do this, but at the end of that time we had the great satisfaction of knowing we were free of debt and able to accumulate for the future.

The lesson I learned from that experience was that if people would make up their minds to put by a little every month and buy nothing except when they have the ready money to pay for their purchases, much unhappiness could be avoided.

So if those who have read this book will bear in mind that a great deal of self-denial was required of both my wife and myself in order to make my business career successful I cannot help but feel that my experiences will perhaps be of benefit to those who are ambitious.

MEMOIRS OF ROBERT DOLLAR

1921

CHAPTER I

I WAS very glad to get back to New York from a six months trip around the world. Mrs. Dollar had gone with me and even though the trip had been very enjoyable and we had seen lots of interesting things, we were both glad to get home.

The busy harbor of New York looked very fine from the rail of the *Robert Dollar*. We had traveled on this boat straight through from Shanghai, stopping over in many different countries en route, so it was a long trip and it was good to find the end in sight.

When we left Shanghai we had said goodbye to our son Harold and when we arrived in New York we found both him and our other son Stanley and their wives and families waiting for us on the dock. It made us happy to see our children. A number of officials belonging to our Company were also on the dock and every body gave us a rousing welcome.

As we came ashore I was surprised to hear the click of motion picture cameras. It seemed that Stanley and Harold had been thoughtful enough to see that motion pictures were taken of our arrival in order that we might keep them as a permanent record.

The week following in New York was a very busy time for me. I was constantly requested to speak at luncheons, and meetings held in my honor. Much as I would have liked to have attended all these affairs, I could not due to the amount of work I had to do in connection with my own holdings.

I found time, however, to arrange a very enjoyable luncheon at "India House" for steamship men. Sixty or more at-

tended and the affair was most successful. I like to get as many of the shipping men together as possible whenever I am in New York so we can have a friendly chat. In looking over past records, I find these luncheons have become an almost annual affair.

"India House" is a club in the financial district of New York. Seven years ago a few of us shipping men and bankers got together and founded it. Our idea in forming the club was to provide a meeting place for shipping men. The club is very popular and has a big membership now.

We left New York for San Francisco October 21st and made the journey without a stop-over. Our home in San Rafael seemed a mighty good place to reach after so much traveling. The press of business demanded most of my time in the office in San Francisco. So I had little time at the house.

I was requested to attend many public meetings as a guest of honor, and enjoyed relating my experiences in foreign lands.

Pacific Coast business men I talked to seemed exceptionally wide awake to foreign trade, especially with the Orient. I was pleased to find my audiences were composed of men who were anxious to find out the exact conditions exporters were up against. I realized the attitude of the business men of the West was an echo of the viewpoint of the East. Executives East and West are learning their business can be helped by export.

During my talks I explained the Orient as a whole, and the Oriental, as an individual, needs the help of America. The success Christianity is making in all so-called "Heathen Lands" is bringing about closer understanding and confidence between America and the Orient. Our missionaries and Christian workers are carrying on a great and noble work over there. Few people at home have had the opportunity to observe first hand the efforts of these Christian pioneers, and I am afraid general ignorance of the good missionaries are doing prevails, which is too bad.

When Mrs. Dollar and I were in Japan, China and India during 1921, we paid special attention to native life in order



ARRIVAL IN NEW YORK: STANLEY DOLLAR, HAROLD DOLLAR, MRS. STANLEY DOLLAR, MRS. ROBERT DOLLAR,
ROBERT DOLLAR, MRS. PETER COOK

to compare conditions on our next trip so we could see how the missionaries were helping.

Certain selfish business interests throughout the Far East attempt to belittle the work of the missionaries at every turn. These business people do not know that they are laying up trouble for themselves for some future time. My long years of business dealings with Oriental races, especially the Chinese, has proven to me that Christianity is the one sure meeting ground for East and West.

In passing I did not forget to tell my audience the wonderful work of the Y. M. C. A. They first make their appeal to the young men of China through athletics. All healthy outdoor sports are indulged in. Large classes of gymnastics have been formed. Baths are liberally provided. This may draw a smile. Until quite recently baths were almost unheard of in China. Bodily cleanliness was never considered.

As time passes and the young Chinamen attending the Y. M. C. A. regularly find increased health and happiness in athletics, they inquire into the religious teachings of the people who have brought about the new order of things. By degrees Christianity gains many converts.

The work now being carried on by the Y. W. C. A. is also good. The women of China are beginning to see the light. Through the splendid influence of the Y. W. C. A. workers, many Chinese girls are preparing themselves for useful lives. To encourage them we gave them a building in Shanghai in memory of our daughter-in-law, Bessie Dollar.

GOVERNMENT SELLS STEAMERS

The Government formally announced that it would dispose of twenty-eight cargo vessels at a fair price.

I was glad to hear of this. For a year I had been urging that this course be adopted. I first suggested the sale of these steamers to private operators when I addressed the Los Angeles Chamber of Commerce during the early part of 1921.

It seems my words carried some weight. Several men, prominent in business and shipping circles on the Pacific Coast got

busy at once in Washington. Their efforts finally proved successful. The offering of the cargo tonnage by the Government was a step in the right direction. American shipping must grow.

International trade was gradually settling down. It is only natural that the United States, both because of its geographic position, and its manufacturing ability should lead the world in international commerce. Suitable ships, ably manned, plying the seas on dependable sailing schedules, should be the quickest means of bringing about industrial expansion.

TACOMA CONVENTION

I went North and made a survey of conditions in Portland, Seattle, and Tacoma, and later attended the Foreign Trade Convention in Tacoma. The Tacoma Chamber of Commerce was directly responsible for the Convention. Members of the Chamber felt that a gathering of men interested in discussing conditions abroad would do much to increase trade. Everyone felt at that time that something should be done about trade conditions. Business was terribly depressed. The high prices of war days had about reached the bottom of the pit.

During the Foreign Trade Convention I was called upon to give my views. Besides telling the assembled body the most important findings of my world trip with relation to trade, I offered them confidential reports based on my personal observations.

When asked for my views on world conditions, I told of the genuine need in all foreign countries for American products. I related a number of my experiences with commercial representatives in various countries during my world tour, and did all I could to convince the delegates of the really bright future awaiting American exporters abroad.

In bringing to the attention of my audience the fact that the field of foreign distribution is really limitless for American manufacturers, I said I saw no reason why this country could not easily increase its output. Manufacturing is carried on in America under such systemized conditions, that by simply

increasing the machine power of the nation, supply will automatically keep pace with demand.

The world, especially the populated countries of the Far East, have learned that goods of American manufacture are well adapted to their needs. The business is there—we have only to go after it.

Another point I brought out during my talk was the importance of suitable foreign representation. Exporters should first consider the education and clear headed business ability of men they propose to send abroad. Too great importance can not be attached to this. Life in foreign countries is very different from here. Only men of highly developed moral character can master the temptations. In order to help his firm, a foreign representative must conduct himself at all times in a manner befitting his important post. Every agent, salesman or manager who represents an American company abroad is really an ambassador for American trade. If these men fail, export at once suffers. Foreigners have established business methods. It is very difficult for highly trained American business men to accustom themselves to business in other lands. Therefore, I say, send out our best men; men of excellent education; men who can learn languages. Make these representatives tactful and diplomatic at all times. There can only be one result—great success.

At the conclusion of the convention I felt satisfied our meetings had resulted in mutual benefit. A decidedly more cheerful outlook on the future of export seemed to have been the outcome of our various discussions.

With the Convention over I returned to San Francisco, and at once buckled down to good hard work, made all the more enjoyable by my reflections regarding the Foreign Trade Convention. Enthusiasm had reached a high pitch during the meetings and the general tone of the delegates indicated renewed efforts during the coming year.

In running through records for 1921, I found that Mrs. Dollar and myself had traveled 22,540 miles. Figured out at a daily average we covered ninety miles every twenty-four hours. I never make any sort of a journey alone unless circumstances

absolutely compel me to. My wife is an ideal traveling companion. I have never known her to become tired. Because of business I am on the go most of the time. My wife is always my devoted companion. She takes an interest in all my business problems and throughout our married life I have always found her judgement sound. A wise man, if he is blessed with a wife who takes her husband's every problem into consideration, will do well if he listens to her advice.

CHAPTER II

1922

THE arrival of another year found me ready to continue the working out of the many problems God has seen fit to place before me. It has been my custom for fifty-seven years to keep a diary of daily events, so I can review the years that are past. I have never considered retiring from active business life. It is no more possible for me to retire now than it would be for a man who has never worked, to begin an active business career in his seventy-seventh year. Work is my life. Without work I could never be happy. The man who thinks he can slide through life without hard work, misses the true purpose of life.

While we are working, we must never lose sight of the fact that we are able to go about our duties solely through the will of God. God has a place in business as surely as he has in churches. In business we come into close contact with our fellow men.

The concluding page in my diary for 1921 contains the following:

"I closed this year by putting in a full day's work and went home satisfied that I had done my best during the year. Not that I have done well, nor that I have accomplished all that I might have done, but by persistent hard work, I can safely say that I have given the best that was in me for the cause of Christ, and in my business I have striven to increase and develop American foreign commerce, for all of which I give sincere and hearty thanks to God, as only by His help and guidance was I able to accomplish this much."

CARGO BOATS BOUGHT

The Shipping Board sold us four fine cargo steamers early

in the year. The capacity of each of these cargo carriers was 10,000 tons and they represented the most successful type of cargo vessel built by the Government during the war. The ships we bought were renamed in conformance with our Company policy. The *Mandarin* becoming the *Stuart Dollar*, the *Oriental*, the *Melville Dollar*, the *Celestial*, the *Margaret Dollar* and the *Cathaway*, the *Diana Dollar*. We put them into service at once.

Another Government purchase we made at that time was the Liner *Callao*. This vessel was rechristened the *Ruth Alexander*, and chartered to the Admiral Line, and placed in the Coastwise trade. She carries 9,000 tons of cargo and 350 first class passengers.

WAYFARER DEAL AND SUBSIDY

Even though we had plenty to do we were still on the lookout for some more good buys in freighters. I knew shipping would come back stronger than ever and I wanted to have plenty of good tonnage to handle our share of the business.

Some time later after carefully looking over the field of available boats I decided it would be good to purchase the *Wayfarer* which was offered for sale by the Harrison Line in England. The *Wayfarer* was a fine vessel of 10,000 tons and was for a number of years engaged in cotton carrying for the trade of the Gulf of Mexico. During the war, the *Wayfarer* saw much active service and was chased a number of times by enemy submarines. She was caught at last and torpedoed off the Scilly Islands. Because of her buoyant cargo of cotton she stayed afloat and was towed into port. Later the British Government reconditioned the *Wayfarer* and she returned to the trade routes. After our purchase of the *Wayfarer* we renamed her *Virginia Dollar* and have placed her on the Orient run.

I for one, am not in favor of subsidy. The operation of ships is not an experiment. Shipping is an established business, older by far than any other American industry. Ships made America possible. Ships made the original colonies

thrive and today ships are the firm foundation for this nation's trade expansion. We have plenty of ships to carry on international commerce with. Subsidy is not necessary for the operation of these vessels. If the Government will provide suitable laws and regulations, so that American ships can be operated on equal footing with those of other nations, I am perfectly confident of the outcome.

We do not need to fear competition, contrary we should welcome it. We should go ahead and seek to enter the contest, alert and aggressive, not minding the other fellow. Experience has taught me a steamship company if it gives real good service can get, even in the face of lots of competition, all the business it can handle.

Just now there are many laws which hurt American shipping. Before long I look for a change. Our Government officials will eventually bring about fair conditions.

JAPAN'S BUILDING PLANS

I was very pleased to learn that the first request Y. Inouye, member of a large firm of importers and exporters in Yokohama, Japan, made on arriving in Seattle was for a set of motion picture films of the lumber industry of the Pacific Coast.

Japan is a good market for American lumber. The more we do to promote increased business with the Island Kingdom the better it will be.

Mr. Inouye was a fine gentleman and had a good business head. He said a lot of good things about the future demand for American lumber in Japan. Japan was on the lookout for a wide range of American woods. A lot of this lumber would be required for the improvements which were planned for the principal cities of Japan. Yokohama, Tokyo, Kyoto, Nagoya and Osaka had all completed plans for the widening their streets and fixing up their public buildings. Narrow streets were to be done away with. Wide boulevards, paved with wooden blocks would replace the narrow thoroughfares. An attempt would also be made to gradually introduce our kind

of architecture. Old fashioned Oriental buildings did not suit any more. The modern business activity of Japan has caused this.

Fir, cedar, hemlock and other market woods were looked into by Mr. Inouye. All these woods he said were good for the type of building being undertaken in his country.

A number of good motion picture films were available which showed the modern methods of lumber production on the Pacific Coast. Mr. Inouye took some home with him and I do not doubt he made good use of them. Personally, I think motion pictures are very good for advertising and should be used more.

SHIPPING POOL FORMED

The steamship interests on the Pacific Coast, at the invitation of Chairman Lasker of the United States Shipping Board, became interested in entering a \$30,000,000 pool. It was proposed to use this money for the joint purchase and operation of Government boats. The big harbor cities of the Coast were all anxious to see the deal go through and judging from the business transacted at various meetings we were on the way to really accomplish something, provided the Government would do its share.

Herbert Fleishhacker was selected as the Chairman of the special committee, which was to be sent to Washington early in February to mature plans for the big pool. He was an ideal choice as he represents the progressive banking element of the West. He has spent much time abroad and knows conditions and was well equipped to handle the financial end of the proposed pool.

COMMITTEE IN WASHINGTON

The Committee of ten selected to go to Washington with Mr. Fleishhacker included, Kenneth Kingsbury, President of the Standard Oil of California, Paul Shoupe, President Pacific Oil Company and the Associated Oil Company of California;



SHIPPING POOL COMMITTEE CALLING AT THE WHITE HOUSE, WASHINGTON, D. C.

Harrison S. Robinson, Oakland attorney; William Pigott, Vice-President of the Pacific Coast Steel Company of Seattle; J. C. Ainsworth, President United States National Bank, Portland Oregon; H. F. Alexander, President Pacific Steamship Company, Seattle; John D. Fredericks, President Los Angeles Chamber of Commerce; John D. Spreckels, ship owner and capitalist of San Francisco and San Diego; William Jones and John S. Baker, capitalists of Tacoma; and myself.

We left going by way of Los Angeles where we were entertained by the Chamber of Commerce and taken on a tour of the harbor.

The Harbor of Los Angeles, like the city itself, has made wonderful forward strides during the last ten years. No doubt the vast oil fields which have been found in the vicinity of Los Angeles have had a great deal to do with its growth. Our party passed through several big oil fields on our way to and from Los Angeles Harbor and I noticed great activity.

The first day we arrived in Washington we called on Albert D. Lasker, Chairman of the Shipping Board. Mr. Lasker and Mr. Fleishhacker had already conferred regarding our project. Mr. Lasker said he was in favor of an immediate sale to us of enough boats to permit us to start regular trans-Pacific sailings and improve our Coastwise trade. Other Shipping Board officials backed him up. Mr. Lasker had outlined our plans to President Harding and he said the President approved and wanted to see us personally.

After many Shipping Board meetings we received word that President Harding wished to see us. I thought this was fine as his influence carried great weight.

Before going to the White House to confer with the late President Warren G. Harding, our committee held a meeting at the New Willard Hotel. We were all Westerners a long way from our homes and business interests about to ask our Nation's chief executive for the right to extend on the Pacific, by the private purchase of Government ships, the activities of the American Merchant Marine. All of us were business men it is true. But the desire back of the whole enterprise was to

see America make good at sea. Increased trade on the Pacific would mean a great deal. We argued that there was no reason why this nation, with dozens of fine ships lying idle, should take anything but first place among the maritime nations of the world. All of us had great hope in the President's influence.

The following day when our committee assembled in the lobby we went at once to a Shipping Board conference and luncheon and later we went to the White House and were greeted by President Harding.

I found Mr. Harding a true gentleman and a good business man. He met us simply and talked very earnestly the whole time we were there. He said he thought most people wanted to have as many Government ships as possible in active service.

He explained to us that he believed our plan of forming a shipping pool was entirely possible and that he would give it his earnest support. The matter would be brought before Congress at the earliest possible moment he promised.

He told us how serious he thought the whole situation was. The Merchant Marine must go on, he said, or America would suffer. He thought private ownership with strong bank backing, and the stock held by as many citizens as possible, would do a lot to help get big cargoes.

The Government had built the ships as a war-time emergency and in his opinion was not in a position to handle their operation half as well as private companies.

He was pleased that all the Pacific Coast ports had combined together. He told us that he believed as we did that the Pacific Ocean would some day dominate world trade; that he could not too highly praise the perfect confidence and co-operation we reposed in each other by coming before him in behalf of the common good of our section of the country.

As we left he gave us each a hearty handshake, reaffirming his promise to help bring the matter to a successful conclusion.

Afterwards, when we talked over the meeting everyone felt a great deal of good had been accomplished in the right direc-

tion. The Committee held another meeting and discussed the features of our work for the day. All of us liked the talk the President had given us and we were confident he would be able to convince Congress of the fairness of our proposal.

I left Washington the day after seeing the President because I was anxious to go to New York to see how things were going with our office. Business was upset just then and every company had to keep a sharp lookout. Proper New York wharfage for our vessels puzzled me. I wanted to quietly look over the field and make a selection and out of the various docks offered for rent, choose the kind we wanted. Shipping then was at low ebb in New York harbor. I figured that provided a ship owner could afford to spend considerable time in selecting the dock sites he wanted, a fair price could be gotten. Prices had gone clear out of sight during the war and many of the dock people did not know the war was over.

I spent several days along the river fronts, and got the information I wanted. My reports to our San Francisco office were complete and had all the details. One thing I recommended was the purchase of a terminal site. Drayage to and from the railroad yards ran cargo charges way up. I thought a good terminal of our own would save a lot of money on handling charges.

CHAPTER III

LABOR unrest was very bad in China about this time. A complete tie-up of steamers at Hong Kong happened as soon as a general strike was declared. Chinese labor as a rule is very easy to get on with. The strike surprised me. The trouble soon spread to all other Chinese seaports. Shipping was at once brought to a standstill. The first cable reports we received after the dock workers had issued their ultimatum, stated that one hundred and forty-five vessels were held at Hong Kong for cargo movement. That shows how serious it was. The labor leaders got the servants in offices, hotels and private families to join the strike. Riots followed and we were up against it for sure. This was a pretty serious situation.

Our Shanghai and Hong Kong offices joined forces with other shipping concerns in trying to bring about a quiet settlement, but it was two months before it ended. Neither side gained much as is almost always the case with strikes.

COLUMBIA BOUGHT

Word reached me that after a lot of hard luck, H. F. Alexander, President of the Pacific Steamship Company, was finally able to get a big boat from the Government for his Coastwise service. I have known Mr. Alexander ever since he started out in the steamship business in Seattle back in 1906, so I was glad when he finally got a big passenger boat for his service. On February 5th, the day our Committee, of which Mr. Alexander was a member, met President Harding in Washington, word was received that the *Northern Pacific*, which Mr. Alexander had bought a short time before, was totally destroyed by fire. This was a big blow to all of us because we wanted to see the *Northern*



THE "H. F. ALEXANDER" 6

Pacific, which was a fine ship, put into the Pacific Coast trade right away.

Admiral Hilary Jones' flagship, the *Columbia*, formerly the *Great Northern*, was a sister ship to the *Northern Pacific*. So Mr. Alexander started out to try and buy the flagship from the Government to replace his other steamer. The Navy did not want to give up the *Columbia* but finally did so.

Being interested in the Pacific Steamship Company it was quite natural for me to do all I could to help Mr. Alexander get the boat he wanted. I knew if we had the *Great Northern* back on the Pacific Coast run, her speed, size and accommodation would make her the talk of the Coast.

The *Great Northern* and the *Northern Pacific* were originally built and put in the Pacific Coast trade but the war interrupted their service, and both were put into transport duty. The *Great Northern* made the fastest time between New York and Brest. She made the round trip including fueling and provisioning in eleven days.

When the sale of the *Great Northern*, or as she was then known, *The Columbia*, was completed, the boat was rushed to the dry docks to be reconditioned as she was badly needed on the Pacific Coast. As soon as she was all fixed up she was re-christened the *H. F. Alexander*, and is now the pride of the Pacific Steamship Company.

BIRTHDAY

A birthday is usually a pleasant event for most of us. I know that I, for one, always look forward to celebrating my birthday in some fitting manner. In accordance with my daily custom, I got up at six, and spent the hour before breakfast writing my diary. I also went over the accounts of various charitable organizations I am interested in. I found many in need of contributions. I am grateful every day of the year for the way God has guided my footsteps. I believe in making contributions to worthy charities whenever I can. I

also like to give something special on my birthday so that was why I checked over the accounts.

I reached the office about half past eight and put in a good day. Our Company was undergoing a decided change at the time. We were getting ready to start a regular round the world freight service with the freighters we bought from the Government. Such a big new service meant a lot of work for all of us as we wanted everything right before we placed our boats on the world route.

Officials in Washington had not turned down our offer made to President Harding and the Shipping Board to purchase a fleet of passenger and freight liners, but we could not get any action on the matter just then. So I thought the sooner we got an around the world service started the better. I was kept very busy just then planning regular world sailings for our cargo vessels and the future of this service looked fine.

I spoke several times publically on my birthday, and went home again satisfied with what I had accomplished during the day. A busy day is always a happy day for me.

SEATTLE VISIT

A short time after my birthday I had to go North to Seattle to close up several deals connected with our lumber holdings. Mrs. Dollar went along. We spent the better part of a month away from San Francisco. I found our lumber mills in good shape and everything in good order for the coming season.

Many people tell me they do not see how I can attend to shipping and lumbering at the same time and not become confused. I always reply by asking them if they would attempt to compose poetry and add a row of figures at the same time. Long ago I carefully studied the methods of successful business men and found absolute concentration was the first essential. You can, in my opinion, run several different kinds of businesses, if you do not try to run all of them at the same

time. Each problem must be gone into with a clear mind, concentrated on the proposition at hand.

With me, shipping has been the natural outcome of lumbering. Thirty-five years or more have passed since I reached one of the most important decisions of my life. I wanted to increase my lumber business through unrestricted export. The only way I could possibly hope to do this profitably, was to transport my lumber on my own ships. I bought the *News-boy*, a small schooner with a capacity for 250,000 feet of lumber. That was my first venture into shipping; it turned out well and I bought more boats as they were needed.

I started life as a woodsman. I soon learned that in order to succeed a man must know more than one thing thoroughly. Many years have passed since I started looking away from the woods, to the source of demand in the world markets. I found plenty of sale for my lumber and built up a steamship company as well. I knew that if I had only concerned myself with the cutting of trees and not the ultimate sale of those trees, I would never have advanced far. But when I found how much lumber was required by merchants in the Far East, mine operators close to the Mexican border, and builders in the West and Middlewest, I began to get somewhere. As the years advanced, and I got deeper into the old problem of supply and demand, my business just naturally grew. I found myself, though still a lumberman, a ship owner as well.

But I have always tried to keep to the simplicity of life that exists among the folk who fell the forests. At heart I am still a woodsman. I love the boom of the logs and the ring of an axe far more than the rush and roar of cities. There is also great peace of mind to be found during long hours at sea, when the steady throb of an engine turning a hundred revolutions a minute is the only sound to be heard. Because I love both the wooded places and the sea, I do not find it hard at any time to turn from one to the other.

NEW YORK SURVEY

I left for New York and spent weeks of good hard work in our office there, straightening out various matters which seemed at the time to be pretty serious. Now I cannot see that mention of them would be of much interest. I have usually found that to be the case with all problems of life. When we are first called upon to handle them, they seem to swamp us. After they are put in order and other matters present themselves, the earlier problems appear unimportant.

Much of my time away from the office was taken up with public meetings. I also gave a number of interviews to members of the press regarding the outcome of the shipping slump which was still at its height.

Stanley Dollar, my son, was also East at the time. We devoted considerable time to the development of plans whereby we could put in good strong foundation work for the round the world service both of us were anxious to institute.

I had always wanted to make a trip through the Panama Canal, because I consider its construction the biggest single achievement of the age. Without the Canal, Pacific Coast shipping would never have gone ahead like it has. The Canal has done a lot for us.

H. F. Alexander suggested I go back to California via the Panama Canal on the maiden trip of the Pacific Steamship Company ship, the *H. F. Alexander*. I liked the idea very much so made plans for the trip.

HOMEWARD BOUND

We left New York with a crowded passenger list. The majority of people on board were Shriners on their way to San Francisco to attend the big convention. I have been a Mason for over fifty years and a Shriner for some time, so naturally I found myself in congenial company. We encountered good weather from the start and maintained an average speed of



ROBERT DOLLAR AND H. F. ALEXANDER

twenty knots right down the coast, passing quite close to Palm Beach and Miami.

We dropped anchor in Havana Harbor after having established the good running record of fifty-eight hours from Sandy Hook.

Next morning I went sightseeing around Havana. The first thought that struck me was the remarkable resemblance between Manila and Havana. Both are typical old Spanish cities. The modern part of Havana is very up to date and quite American.

One of the places of interest we visited was a brewery set in a well cultivated park. Close inspection proved that the park was made entirely of concrete. The trees and shrubs were so like the real things that I had to touch them to make sure. I thought it a very clever idea.

The type of shops which seemed to be doing the greatest amount of business, were those dispensing liquor or offering to make a man rich if he would gamble. I can only say, that sooner or later (unfortunately it is usually later) the patrons of these places learn the folly of their ways and settle down. Such evil places cause a lot of trouble. I looked the harbor over. It was fairly occupied with ships, but local shipping men told me that they had been severely hit by the slump and expected it would be some time before they would fully recover.

Shortly after noon, we steamed past Morro Castle, at the entrance to the harbor, and started our run to Colon.

PANAMA

Although our trip was made in good weather, we did not start to enter the Canal until midafternoon, three days later. I had hoped our entire passage through the Canal would be made during the day. Fortunately, daylight held out and we reached Panama at eight o'clock just as the last streak of light was fading.

The bigness of the Canal impresses the visitor when the steamer enters the first of the three locks at Gatun. These

three giant steps rear themselves directly before you, like a high mountain. The eighty-five foot lift is accomplished with as little trouble as it would take to hoist an elevator in a skyscraper. The third set of big doors open onto a good sized body of water and vessels continue under their own power across the twenty mile channel of Gatun Lake, and then enter the Culebra Cut. I noticed a number of dredgers at work in the cut removing slide obstructions. I learned from experts that they figure that as time goes on, these slides will become less frequent and eventually the sliding section will be conquered. I understand it is a fact, that every known strata of earth is to be found in the nine miles of the Cut. I noticed how abruptly the steep earth sides changed from hard, steel blue rock to crumbling red sand, again there would be a narrow streak of tan earth alongside gray granite. Nature was certainly generous with the assortment of earth she caused to gather there. Our greatest engineers say it is a problem which they hope to solve but for the present they have to use dredgers to keep the channel clear.

The Pedro Meguil Locks provide two descents for vessels to the Pacific and the Miraflores Lock lowers boats to sea level, whence they proceed under their own power to the docks at Balboa, which is a short distance from the town of Panama.

Through the courtesy of General Jay E. Morrow of the Canal Zone Government I was able to have all the details of the workings of the Canal explained to me by Captain E. P. Jessop, General Manager in charge of the operation of the Canal. The perfect precision with which everything operates from the lock gates, skyscraper in height, to the little electric tow engines, noiselessly operating on the lock sides, pulling the vessels from one flooded basin into another, was certainly fine. Captain Jessop was an interesting man with plenty of enthusiasm regarding his work. He has a big job to keep straight but he was fully equal to it.

My curiosity was excited by a seemingly unimportant incident which occurred when our vessel arrived at Colon. Our engines had no sooner ceased revolving than a Government

tug came out to us. I thought at once that some additional dignitaries were about to board the *H. F. Alexander* to bid us welcome to the Canal Zone. To my surprise, huge white bundles began going over the side into the tug.

I must have showed my curiosity because Captain Jessop at once began explaining that the bundles contained the ship's laundry which was being sent to Cristobal to be washed. I then remembered that earlier in the day, my room steward had enquired if I wished to have any laundry work done at Cristobal and that he had taken away all my soiled linen, promising to have it back by night.

At home laundry is more or less an unimportant item. Once a person starts to travel, laundry assumes even greater importance than a full dress suit. I have known fellow travelers to sadly remark that they would have enjoyed the wonders of the Himalayas, but for mislaid laundry; that London would have been a treat if only the laundry had been delivered. In fact laundry is the standing joke and eternal bugbear of all travellers. I guess this is natural for where can you go without a clean collar and be sure of a welcome.

The truly remarkable part of the laundry episode at Colon, was that seven and a half hours later, every one of the 11,000 pieces the tug had taken off, was returned to our vessel at Balboa. Such an achievement is deserving of the highest praise. I understood the soiled clothes, after being delivered at the laundry in Cristobal, were washed, dried, and ironed, and sent forty-seven miles overland by rail to our steamer at the other side of the Isthmus.

When I remarked that such service would be a pride and joy of any American community, I was told that such work was simply a part of the daily routine. The Government likes to provide good service to the vessels and their passengers en route through the Canal.

A day before we reached Panama, Mr. Martin, of the Panama Agencies Company, wirelessly me asking if I would upon my arrival attend a meeting of the Chamber of Commerce of the city of Panama. I accepted this honor and throughout the interesting afternoon I spent going through the Canal, I

looked forward to meeting the commercial men of the Zone, when our vessel reached the Pacific side.

We did not reach Balboa Docks at the end of the eight mile channel leading from the Pedro Meguil Locks until the evening was fairly well advanced. I was unable to join the members of the Chamber of Commerce until about ten o'clock. Even so they gave me a hearty greeting.

It was very gratifying to find a large assemblage waiting to afford me this hearty welcome. The brief address I made was very well received. Both Government officials and business men on the Isthmus seemed to be intensely interested in the future of the Pacific Coast shipping and even though they conduct their affairs so far from that part of the United States, I found them very up-to-date in every respect. I cannot speak too highly of the very favorable impression I gained, both of the individuals in charge of the operation of the Canal, which is really shipping's greatest boon in the Western Hemisphere; and of the Canal itself.

I think it is very wonderful that human minds conceived and built that huge Canal, so that it functions perfectly down to the smallest detail. The years of struggle starting with the elimination of the deadly plague, and the discouraging battle with the ever moving slides of the Culebra Cut, are something that will surely go down in history to prove that man can conquer mighty big things by using his head.

I have been through the Suez Canal a number of times and thought it a wonderful example of engineering. But it is merely a great open ditch in comparison with Panama. The operation of the locks at Panama together with the never failing source of a year round water supply are two of the most important things they had to work out. Suez flows through the desert. While at Panama, man has made it possible for ships to scale a mountain, then drop down the other side to the water of another ocean.

The *H. F. Alexander* proved by her six day eight hour run between Balboa and San Pedro that she is a very fast yacht type liner. We remained only one day in Los Angeles and then continued on to San Francisco, arriving in time for the Shrine



THE PRADO, HAVANA, CUBA



THE "PRESIDENT HARRISON" IN CULEBRA CUT, PANAMA CANAL

Convention. Much festivity of course, marked our arrival and the Eastern Shriners were given every opportunity to experience the wonderful open-hearted hospitality San Francisco invariably extends to visitors. At the first opportunity when I was back in my office, I congratulated H. F. Alexander, who had also made the trip, on the successful performance of his boat.

CHAPTER IV

DURING the summer there was every indication of successful negotiations with Russia. Krassin, who was sent as a trade envoy to England seemed to be impressing both British and Continental business men with his earnestness. In America, much favorable comment was being made about him. The need of better transportation seemed to be one of the chief problems in Russia at that time. The Soviet Government was making very extravagant promises through its trade ambassador, Krassin. As time went on, little headway toward the actual resumption of trade relations seemed to be made because every nation seemed afraid to trust Russia.

Russia, I understand, was engaged in a battle of wits with the Germans; neither side would show its hand so they did not get very far.

Russia has many valuable raw materials such as metals, lumber, etc., that the radical element in the country should not be allowed to block trade. The people of Russia need our products and the exchange of raw and manufactured goods should be established.

Personally I do not look for trade relations between the United States and Russia for many years. Russia is trying to find herself. She is like a man who suddenly finds himself free, after being imprisoned for the greater part of his life. Keen, pitiless resentment for his captors is his first thought. Then comes hatred for everyone whose views are not like his. This viewpoint may continue throughout the rest of the man's life. Again he may become reasonable from pleasant contact with the world. At any rate he is a dangerous person to deal with until he calms down and begins to acquire a more normal outlook on life.

So with Russia, long the captive nation, ground under the

heel of merciless autocracy. Her new found freedom has made her overbearing and a trifle too unprincipled, but once her feelings settle down to an even stride, everything will be all right.

While the rest of the world is waiting for this to take place, we should, without letting ourselves in for any trouble, do all we can to help strengthen the morals of that nation.

Our Government is entirely right in using a firm hand with the Soviets. It will show them they can never expect to be on friendly relations with the United States as long as they resort to underhand methods which would tend to undermine the security of our own order of things.

I predict that the problem of blending the Russian nation into harmonious relations with the rest of the world, will not be solved for many years to come.

YANGTZE RIVER TROUBLE

Our steamers on the upper Yangtze River run regular weekly trips from Ichang to Chungking. Chungking has a population of 800,000 and is 1600 miles from the ocean and is situated at the head of the gorges. This is one of the most fascinating trips in the world.

People in the outside world do not know much about the true state of affairs in old China. By that I mean life in the real China that stretches out for thousands of square miles on either side of the Yangtze River. The total number of inhabitants living in that vast area is simply appalling. Literally seventy-five million souls live in the Province of Szcheun in the upper regions of the river. River traffic provides these people to a great extent with their living. It is also the means of bringing them a few articles such as they require which are of foreign manufacture. Up to recent years the needs of a peasant, or farmer type of Chinaman, have been very small. The new order of things is setting in now and trade is picking up. Old China is awakening.

The native junks, cumbersome vessels; built of wood, projecting high out of the water, have for centuries plied their

trade on the Yangtze. The navigation of these unwieldy looking craft through the dangerous channels of the upper gorges of the river is difficult for a white man to understand. The command of these vessels has been handed down from father to son, consequently a native pilot on the Yangtze River has gotten much knowledge from his ancestors.

Modern river steamers were at first a great curiosity to the natives. In late years considerable feeling against them has arisen. The junk owners find the trade they and their ancestors have been carrying on these many generations is beginning to suffer from competition with the modern river steamers. Unwilling to apply Twentieth Century methods to their shipping, these owners have formed an alliance with the free and easy soldiery of that section and were trying to force the steamers off the river.

Their first attempt to scare foreign ship operators away was made by firing volleys of shot across the bows and into the river steamers. Finding alert and deadly Maxim guns answered their assault, they retired greatly dismayed and later adopted the nasty boycotting method in an attempt to win out.

Rapid transportation on the river has come to be a necessity. Junks can make the down trip in fairly good time. The natural current of the river is so rapid that boats are carried along at a good twenty miles an hour, at certain seasons of the year. Even so, there is a great element of danger due to the abrupt turns in the gorges. A big swaying junk, traveling at this speed is hard to handle, and it is not surprising that many accidents result. The Government statistics show that for the past ten years the average drowning has been three a day or about 1,000 a year.

Even more difficulty is encountered on the up trip. Adverse winds often becalm native craft for days. Then (though it is a wonderful feat of endurance) the junks have to be towed through the gorges. Hundreds of naked coolies, like so many flies on the perpendicular side of the shaft-like walls of the gorges, strain and tug for days on the stout tow ropes, until the boats are pulled through.



STEAMER "ALICE DOLLAR" IN THE GORGES OF THE YANGTZE

I greatly admire the patience required for such work but I cannot fail to unfavorably contrast it with modern methods.

China will not be made over in a day. The Chinese were expert craftsmen when our race was emerging from barbarity. About the time we began to go forward, Chinese development slowed up, finally coming to a standstill. Until the last century, China moved in a circle, and was content. There are still many in China who would like to have the country remain so. Our ways are disconcerting to the Chinese.

White men and white methods have much to give China. Racial prejudice is a very stupid hatred for any man or woman to entertain. We are all God's children put in this world to work out our separate destinies. Though each of us are individual, we can no more exist independently, whether as a person or a nation, than the moon can suddenly cease to wax and wane. All are subject to the law of the Most High. We need China and China needs us. The Yangtze River is the backbone of China. The more we help increase the river traffic the greater will be the benefit to China. Selfish native interests are trying to block this development but because we are on the side of the right, I know that before long the river trade will be carried on without any annoying interferences.

ORPHANAGE REBUILT

My wife and I were greatly pleased with the rapid construction of the new wing of the Presbyterian Orphanage in San Anselmo, California. The entire orphanage, which provided a home for one hundred and twenty or more little children, was completely destroyed by fire earlier in the year.

We have always been glad to do whatever we could to help little children deprived by fate of the rightful protection and love of parents. We at once offered to erect the first new unit of the orphanage in memory of our beloved daughter, Grace Dollar Dickson, who was taken from us a short while ago.

The portion of the orphanage which was being hurried to completion, provided room for about twenty-five children,

all under six years of age. My only regret is that there was not sufficient room for two hundred and fifty. I hope at some future time to be able to help in the erection of more buildings.

San Anselmo is an ideal, healthy location for the upbringing of young children. The orphanage is ideally situated on a hillside under big trees. Though all of us realize that there is no substitute for a home, still everything possible is done to make the little ones happy and contented, so that their future lives may be brightened by pleasant early memories. It often seems to me that my dear wife would mother the whole world if she could, so devoted and thoughtful is she to others. We have fifteen grandchildren who share my wife's love, as well as several whom we have brought up who call us grandfather and grandmother, yet my wife is always seeking to give love and protection to all the little children (as well as many big children) she finds within reach.

B. C. FORBES

It was my great pleasure to renew my acquaintance with B. C. Forbes, the financial editor for the Hearst publications, during his visit to San Francisco.

Many years ago Mr. Forbes and I became friends. I have always been a great admirer of his writings and consider his knowledge of the true state of affairs in the world of American commerce unequalled by any other observer. One reason, perhaps, why I so truly admire his writings lies in the fact that he manages to bring out so clearly the reasons for the shiftings of modern commerce.

Big business is constantly moving, either upward or downward, according to the trend of conditions. The general public is, as a rule, ignorant of the big problems which confront men who are responsible for the management of large industries. Mr. Forbes seems to have a way of going behind the scenes and finding the great human element that is ever at work in business. He tells his millions of readers the real side, the human side, of big business. One reason he is able to do this, no doubt, lies in the fact that his personal acquaintance

with the so-called captains of industry, is perhaps larger than any other writer of the present day. He always keeps a cheerful tone in his writings and is a firm believer in the spirit of optimism.

While Mr. Forbes was in San Francisco we managed to have a number of good talks together. He is a man who comes into your office with a smile, talks with a smile and then goes out smiling. His is not the artificial cheerfulness which is so exasperating, but the genuine good-fellowship of a man who, because he knows so much about the world, has all the faith and confidence in it.

Herbert Fleishhacker and I were able to give this sterling friend of finance a luncheon at the Hotel St. Francis before he left the city. About fifty of San Francisco's most prominent business and financial men attended. It was a rousing affair and Mr. Forbes' talk about conditions as he found them on the Pacific Coast generated a good feeling in every one. We men, who have pinned our faith in the future of the West, consider it not alone a compliment to have an Easterner express his pleasure with our institutions, but we also regard such a person as an added asset to our great cause.

Time and again I have expressed myself both publically and privately as being of the opinion that within the next twenty-five years the entire Pacific Coast will be the most important region of the United States. Trade with the Orient is going to bring about this condition and foolish indeed, is the man who does not reach out now and seek to form an enduring trade alliance with the countries of the Far East.

Our civilization is a worthy pattern for the whole world to follow. The era which is just dawning will be the greatest in history. Time worn traditions will finally give way to modern progress. We must always remember though, that we cannot force our methods on other races. The change will come about slowly and what a wonderful world it will be when the rivers and harbors of the Orient are crowded with big cargo carriers, loading and unloading products in a fair exchange; when the people of those lands come out of their darkness into the light of modern life. The entrances and clearances of

ships makes Shanghai the second seaport of the world, having a population of one and a quarter million. But consider Shanghai fifty years from now, what a future! We must all do our part now to make it possible.

HERBERT FLEISHHACKER PRAISES WEST

Herbert Fleishhacker and I were discussing this very subject not long after the Forbes' luncheon. I remember we agreed perfectly regarding the prosperity of the States bordering on the Pacific. It is always refreshing to talk to Mr. Fleishhacker, for I consider him one of the men who early foresaw Western growth. One particular point he brought out was:

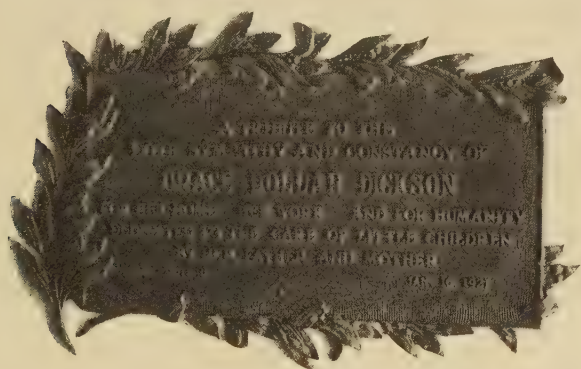
"Mr. Dollar," he said, "to me the Pacific Coast is a living symbol representing the final outpost of white civilization. I contend it will someday be the cradle of the highest traditions of this period. History shows that the Pacific Coast is the culmination of centuries of westward migration on the part of our forefathers who sought to improve living conditions. Our ancestors first moved across Europe, then the Atlantic Ocean and finally this Continent, their westward progress finally terminated for all time beside the wide expanse of the Pacific Ocean. The Occident cannot go any further. It must stop on the shores of the Pacific Ocean. The zenith of white civilization will be reached on this region."

He talked at length on the future of the West. It is his favorite topic and whenever the opportunity presents itself he will give a lot of interesting ideas. I always enjoy hearing his viewpoint.

All of us are proud of our West, personally proud. It is a great part of the country. While on the subject of the West, I want to add one more thought, "Let the West look ever Westward. Much of the prosperity of the West is dependent on the needs of the Orient."

HAROLD DOLLAR LEAVES

My son, Harold, and his family said good-bye to us in



THE PRESBYTERIAN ORPHANAGE, SAN ANSELMO, CALIFORNIA
MEMORIAL PLAQUE

August and returned to Shanghai. I was naturally sorry to see him go but I know he is doing his part in aiding in the development of China. He is manager of our Far Eastern interests and like my other boys, started at the bottom of the ladder. When my sons were still in school, I had long talks with them about their future. All expressed a desire to learn the lumber business (at that time I was not a ship owner, although I had chartered several boats for China trade), so I told them I would teach them provided they were willing to gain their advancement by hard work. They agreed, and each took his business training with proper seriousness.

I do not feel that my boys were any different than any other boys. I started them out in life with their feet firmly planted on the ground. They grew up with the business, so they are in close touch with every detail of our world-wide enterprise.

It is my belief that a child, if placed at the top of the ladder will quickly become frightened and probably fall off and hurt himself, usually for the rest of his life. If you start a youngster on the ground and allow him to carefully make his way to the top he will not become confused at his position, and will stay there and become a useful member in society.

Harold started to work regularly for me at sixteen. Up to that time he had been around the office during school vacations. I soon noticed his interest in Far Eastern commerce, so after he had worked in our San Francisco office for four years I sent him out to China as Assistant Manager. His ability advanced him and I am pleased to say he has more than made good. He is regarded in China as an executive who can be counted upon to support all worthy movements not alone in the commercial world but also along educational lines. While he was in America, he received word that he had been elected President of the American Chamber of Commerce in Shanghai. This body of Americans is doing much to cement the commercial relations between China and America.

During the time he was in America in 1922 we were making plans for starting an around the world service. He favored this new move of ours and many of his suggestions later

proved of great value. We felt at that time that service around the world for both freight and passenger steamers flying the American flag would do much to strengthen the stand of the American Merchant Marine. We were constantly negotiating with the Government, trying to convince them of the worthiness of our plans regarding the purchase of passenger boats, but matters were very slow in coming to a head. The Shipping Board suggested we consider the operation in trans-Pacific trade of the "535" type of President passenger steamers. Five of these vessels were already on the run between Seattle, Yokohama, Shanghai, Hong Kong and Manila, but officials in Washington were not satisfied with financial returns. As it later transpired, we took hold of the vessels mentioned and are running them for the Government under the name of Admiral Oriental Line.

DENBY IN CHINA

I was interested in receiving good reports of Secretary of the Navy, Edwin Denby's tour of China. Due to the fact that Mr. Denby's father was Minister to China, the Naval executive knew a lot about the country. During his early boyhood Mr. Denby lived in Shanghai and his early influences were such as to give him a real broad knowledge of China. When he was a Congressman, Edwin Denby did a lot to help the bond of friendship between the United States and China. I think it would be a good thing if we had more public executives who had genuine knowledge about the Orient and the Orientals. It would help our relations with the countries of the Far East.

There is an all too common viewpoint in America which intimates that because a man has yellow skin he cannot be a gentleman. Some of the greatest gentlemen I have ever known have been Orientals. The courtesy of the Japanese is very pleasant; and the honesty and the uprightness of the Chinese is proverbial. I have been dealing with the Orientals for the past thirty-five years and I have found some of my

truest friends are yellow men living on the other side of the world.

It is very easy for us, as a race, to become wrapped up in ourselves. But all people, especially business men who are constantly dealing with foreign countries, should try to acquaint themselves with the manner and mode of living in other countries. Our American standard of living is by far the most advanced in the world. But we must remember that what is practical for us is not always practical for other races. In dealing with other nations I have always adopted the simple plan of giving them first what they want and then by degrees bringing our methods to their attention.

RECORD RUN

The first trip made by the *H. F. Alexander* on her regular run between Seattle, San Francisco and Los Angeles was done in record time. She came down from Seattle to San Francisco in 36 hours. A successful experiment with a Kolster radio position finder, was conducted during the first voyage of the *H. F. Alexander* and steamship companies all over the world got reports of the results which were successful. Battleships have been using radio position finders for a number of years. I understand the *H. F. Alexander* was the first passenger vessel to use a radio position finder.

When I look back on the advancement which has been made during the thirty-five years I have been a ship operator, it is hard to believe we are living in the same world. Modern aids to navigation make it possible for boats to safely enter treacherous harbor entrances and pass up and down the coast. In "the old days" when the weather was bad and the landmarks obscured by fog or clouds the position of a ship was a matter of guess work. Guess work was all right in the open sea, but near the coast and going into harbors it was dangerous.

Radio has brought us a position finder which is good in all kinds of weather. Dr. Kolster's radio invention is very sim-

ple. True bearings are gotten by radio signals from light-houses and light vessels, making it as easy to plot the position of a ship with cross bearings during a fog as when the weather is clear.

Seafaring people thought when wireless was made practical for use at sea, that modern invention could not be improved upon. But radio has opened up a far greater field than was ever dreamed of.

We all take these wonderful devices as a matter of course. This no doubt is due to the fact that inventions happen so often that only a signal from Mars would really excite us.

CHAPTER V

TRADE in South America got a good boost when the Brazilian Centennial Exposition was opened the latter part of September in Rio Janeiro. I would liked to have been able to go down there as I have never been to South America but business here kept me from taking the time for such a long journey. Harvey Holleman, Chairman of the Advisory Committee of the Exposition honored me with an invitation to become a member of the North American Advisory Committee. I had to refuse for the reason stated above.

Although I know there is a lot of fine trade to be had with South America, I think it best to do business with countries where I have had years of experience. The South American trade is entirely different from what we are accustomed to dealing with in the Far East, that it would take us many years to acquaint ourselves thoroughly with the Latin-American methods. With our round the world line a big portion of our European trade is confined to Mediterranean ports and I feel we are so well established over our own run that we have all we can do to take care of our business.

Since the war, I understand, American manufacturers are meeting strong competition in South America. The Germans are doing their best to get back their commercial leadership. Now is the time for the United States to prove that is is in the foreign business for all time. What is true of the exporting field in South America is also true in the Far East, although the Germans are not able to gain much headway in China, or elsewhere, because of British holdings.

So far our manufacturers are holding up very well. I do not see any reason why this country need ever question its commercial prestige in foreign lands.

While English is now the language of commerce still one of the most serious drawbacks Americans are up against outside

their own country is not knowing the different languages. Chinese is one of the most difficult of all languages for other races to master. Yet, I know lots of white people who not alone speak Chinese but can easily read and write the strange characters. I have several men in our company who can do this and they are very valuable to us. Other Oriental languages are easy compared to Chinese and Japanese. Conversation in Japanese is possible for many white people but few learn to write it.

Malay, which is spoken throughout the Malay Peninsula and in Java, can be learned in a year's time and there are thousands of business men in those localities who speak it fluently. Throughout India, Urdu, popularly known as Hindustanee, is used under ordinary circumstances. It is one of the easiest of all dialects and I have known any number of people who have learned it in six months. In Ceylon where they speak Tamil, white people have greater difficulty.

While English is commonly spoken in all the large cities in the Orient by the merchant class of natives, the reverse is the case in small towns. The business advantage of knowing languages is important. More business is lost in foreign countries through ignorance of languages on the part of representatives than by any other cause. It is flattery to the other fellow if we take the time and trouble to learn his language. By that I mean we show we have enough interest in thoughts of other races to acquaint ourselves with the original expression of those thoughts. Orientals are particularly sensitive and appreciate dealing with a white man more if he has taken the trouble to learn their language. Lots of times the Oriental's knowledge of English will be far in advance of the white man's use of the native tongue, but under the circumstances the Oriental would not think of talking over business in anything but his language.

One reason for the multitude of dialects is the lack of communication. China has practically no wagon or automobile roads. It is not possible to drive with an automobile for more than 15 or 20 miles from the great city of Shanghai. The time is coming when the present paths, only fit for wheel barrow

traffic, will be converted into straight, surfaced automobile roads. Railroads will be extended, making it easy for people to go from one district to another. A universal language will then be necessary. Education of the masses will help greatly to bring all this about, as the same characters are used throughout China.

The following experience illustrates how inconvenient this lack of a universal language is. A party of American Chamber of Commerce delegates were going to tour China, and without consulting those of us who knew better each engaged a Chinese man servant. One gentleman said "I cannot understand why you do not take a boy with you, it is so convenient to have an interpreter." We went to Nanking 200 miles distant and he came to me and said "Our boys do not understand this dialect." I replied, "On the trip around China your boys will not be able to understand the language until you return to Shanghai." All the poor boys could do was to talk pigeon English, if they could find Chinese who were familiar with that.

American educators should wake up to this. Less instruction in "dead languages" and more in the "live" ones would be better for the business careers of the students. I think French, or any other European language is needed by Americans whether they are interested in foreign trade or not. Tourists will be able to make much more of their travels abroad if they can make themselves understood. I learned French as a boy in the lumber camps when I worked in Canada. I have never forgotten it and it has come in handy lots of times.

We are a big nation, but like the chain which is only as strong as its weakest link, so are we only as strong as our foreign relations. One of the ways to strengthen these relations is with languages.

DIESEL MOTOR ENGINES

The papers made a good deal of comment about this time about a rumor which was being circulated to the effect that we would purchase a number of Diesel motor engines and in-

stall them in our vessels. These rumors were not true. There is no doubt in my mind that Diesel engines are not able to do more than live up to the promises made by their manufacturers but at the present time I do not see where the terrific first cost of installation warrants a change from the reciprocating type. The splendid performance of Diesel engines has placed them on a very high standard but I do not think there will be a drastic change in marine engineering in favor of Diesel engines until they can be manufactured for about half of their present excessive costs.

S. S. STANLEY DOLLAR DELAYED

We ship owners have lots of trouble. There is hardly a day without something coming up; unexpected things we have to straighten out are often pretty serious. In all my years of ship operation I do not remember a more unexpected or unusual bit of trouble than that which happened during the arrival of one of our large freighters the *Stanley Dollar* in Vancouver. Some may think the story I am going to tell is not true but I might say it is a matter of record with port authorities of Vancouver.

For several years, the *Stanley Dollar* had a mascot. This mascot was a goat, which was very playful and tame and had the run of the ship. One remarkable thing this goat could do was climb steep ship ladders. The morning of the day the *Stanley Dollar* was due in Vancouver the Captain was on the bridge watching the course of his ship. Soon the pilot came on board and the vessel continued toward the harbor. Later when the Captain went into his quarters to get the ship's papers which he had left lying on the desk ready to take ashore, he could not find them. He looked everywhere, but no papers. A search of the ship failed to produce the missing documents. It was a bad state of affairs for him and he was certain he had left them on his desk. A member of the crew happened to mention the goat. With this clue to work on the Captain learned the goat had been seen going down the ladder from the officers quarters to the main deck about the



A. MELVILLE DOLLAR

time the pilot came over the side. Knowing the goat had been near his room the Captain knew where the papers had gone. They were safely stowed away in the goat's stomach. There was nothing to do but explain everything to the port authorities and keep the *Stanley* at anchor until new papers could be made out. The Captain was made the butt of a good many jokes as a result of his experience and needless to say on the next outward trip of the *Stanley* the papers were put in a place the goat could not get at them.

THEOLOGICAL SOCIETY ACTIVITIES

The San Francisco Theological Society made a good showing during the year and I was pleased with all the reports, especially those dealing with work in foreign mission fields. The type of men who go into missionary work are very admirable young men. The same is also the case with the men who carry on God's work in this country. It is difficult for young men in these days of big business opportunities to lay aside all thought of worldly profit and give up their lives for Christianity. Yet it is a good thing to know that in this age Christianity is advancing with the help of men who are happy to make the great sacrifice of self in order to contribute their mite toward improving and helping the world.

To the average person of ordinary ideals, matters pertaining to eternity do not matter much until something awful happens to wake them up. Ministers in America today have almost as big a fight on their hands in helping people reach out toward the light, as missionaries have abroad converting the heathen. We are born Christian, but that does not mean we all practice Christianity. Therefore, I feel that the noble work of the ministry needs all the support it can get, in order that this world may gradually grow in grace.

AUTUMN LUMBER SURVEY

I was able to make my usual autumn survey of our lumber holdings in and around Dollarton, British Columbia, during

the early part of October. Mrs. Dollar and myself went north to Seattle on the *Ruth Alexander*. We did not remain in Seattle any longer than was necessary to make train connections for Vancouver. Upon arriving in the latter city we went at once to the home of our son, Melville. As I recall I was suffering from a nasty attack of grippe at that time. Throughout my life I never remember being troubled with anything more serious than a cold once in a great while. The good health I have enjoyed all my life I think is a result of temperate manner of living and absolute abstinence from all forms of alcoholic beverages.

At the time of my arrival in Vancouver I felt far from my normal self. Though I never allow anything so unimportant as a cold stop me from working, I was glad the day of our arrival at Melville's house was a Saturday because I was able to remain indoors over the week-end and get over the cold.

The manager of our lumber department in San Francisco was north at the time and he and Melville had several conferences with me regarding conditions for the lumber trade.

At that time the outlook, especially in the Orient, was bad for lumber. Everything, all over the world seemed to be at a standstill. Though housing conditions were lacking no one was starting a building plan to provide more living quarters. Even the Far East was suffering from the shortage. We lumbermen were in a bad way. Our Shanghai office had advised us to slow up on deliveries as they were afraid they would not be able to take all their shipments for the year unless the big stocks they were carrying in the yards started moving. Though practically four years had elapsed since the last gun had been fired in France, the world was still suffering from the war.

The Orient got ahead during the war as there was a great demand for many of its chief products yet market conditions in that part of the world had failed to stay on a firm basis. Export was at its lowest ebb and, worse luck, none of us knew whether the tide was going to run out altogether and leave us stranded high and dry.

American merchants and manufacturers will do well to remember the bad times this country of ours passed through from 1919 to the beginning of 1923. The chief cause of the slump, as everyone knows, was caused by getting the country to post war requirements. During the war export had been a big thing. American plants and mills worked night and day supplying the wants of the world as well as maintaining millions of men in the Army and Navy. All countries were eager to buy from us whatever we had to offer. We were a busy and prosperous nation. We then experienced little competition because most of the other countries were fighting. We also had our men at the front and were watching the outcome with much anxiety. But though this nation was fighting, she was also supplying the world with her products. Europe, the Far East, Africa, South America, Australia and many others were all good customers of ours in those days.

I make special mention of those wartime conditions because I wish to show what a great lesson it was to exporters. Every big and powerful nation the world has ever known has gotten its power just in this way. The road to power was as plainly marked "Foreign Trade" in the days of Tyre and Rome as it is today. If we can learn nothing else from history, it proves that foreign trade has been the foundation of prosperity for all nations.

Many believe that because the United States is so big and the population so large that there will never be any need for manufacturers as well as farmers to seek trade outside for their surplus products. These people are wrong and time will show that increased trade will bring us big things.

Many years ago I learned this lesson in the lumber business. Then I began to branch out and seek other markets for my product. Out of the increased demand for lumber in foreign markets grew my shipping interests. Today I feel I owe the big portion of my holdings to the activities of foreign trade. I make mention of this because the road I have traveled is open to all industries and success is sure to follow if good judgment is used in picking foreign representatives. The needs of the various world markets must be carefully

studied by these men and good judgement used all around.

But to go back to the lumber market in the autumn of 1922. We were worried regarding our prospects for the winter months. I was determined during my inspection of the camps and the mill at Dollarton to cut down our overhead to the very limit in order to avoid a shut down. A shut down is bad business all around.

My survey of the world conditions during my trip around the world the previous year had taught me this as regards our lumber business, that lots of houses would soon have to be built or people would be living in tents. I could see it was only a question of time before building would again commence everywhere.

Early the following Monday with my cold pretty well in hand, I went to Dollarton and began by checking over the mill output. I found everything all right, even though things were quiet. I next visited our operation at Union Bay, Vancouver Island. I climbed into the cab of one of our locomotives and rode up to our camp with the empty log train. As is always the case, I was glad to be back in the woods. Three score and four years have elapsed since I made my first journey into a lumber camp in the Ottawa region of Canada, yet nothing has made me stop liking the woods. My career as a lumberman started in a humble way; I was a cook's boy, a servant to the lumber jacks. Later through self-education and hard work I managed to advance from lumber jack to foreman at 21 years of age. After another space of time I started in business for myself. Lumbering is really my life work, but I have gained a wide knowledge of steamship operation during the last thirty-five years so I consider myself really adapted to both callings.

Union Camp, at the time of my inspection, was almost done for as the timber in that region had been about worked out. We were starting to open new headquarters known as Deep Bay. Before I finished my seasonal tour I went up to the new location and found the work on the buildings well advanced.



DOLLAR COMPANY MILL AND WHARVES, DOLLARTON, B.C.

For the remainder of the week I continued my survey of our holdings in the woods and came to the conclusion that the present condition of our mills and camps would be able to continue profitably, provided certain minor changes were made in order to reduce overhead expenses. It was only a question of time, I thought before a change for good would happen in the lumber markets of both America and China and we would be able to start up again full blast.

There comes a time in every business when all expenditures must be cut to the bone. We were facing a bad winter, but I never for a moment doubted that we would not weather the storm and come out of it all right. Bad times are good for all men and all businesses because they teach us to be careful in our days of plenty.

NEW LINE FORMED

I left Vancouver for Seattle confident that in less than six months time the lumber business would be enjoying a great increase of trade and as it happened my prophesy came true.

While I was in Seattle I attended several meetings held in connection with the forming of a new company for the purpose of operating for the United States Shipping Board the "535" type President Liners between Seattle and ports of the Far East. Up to that time these boats had been under the management of the Pacific Steamship Company. The Government was not entirely satisfied with the results and had approached us on the subject of taking the line over.

Such a move for us meant taking hold of an entirely new end of the steamship business. Up to that time our activities had been confined almost exclusively to the freight field. The boats in question were big passenger carrying vessels.

We finally came to an agreement with the Government and before I left Seattle public announcement was made of the change. Our new company was to be known as the Admiral Oriental Line and we were to operate the following liners for the United States Shipping Board, between Seattle, Yokohama, Shanghai, Hong Kong and Manila; the *President*

Jackson; *President Grant*; *President McKinley*; *President Jefferson* and *President Madison*, as well as a number of cargo boats. The gross tonnage of each of the President Liners is 10,000 and they have accommodation for 800 passengers. They are, to my way of thinking, a very fine fleet of boats to represent the American Nation with in the trans-Pacific service.

It made me glad too, to feel that we were being given an opportunity by the operation of the "535's" to help advance the trans-Pacific run to the position of first importance. Some day the Pacific Ocean will figure bigger than the Atlantic in the world's commerce. What the American Nation really is doing at this time is laying the important future relations with the Orient. There is no surer way of strengthening the ties between the East and the West than by first class marine commerce. History shows us that.

The newspapers reported the change of management and the Seattle Times made the following comment:

"The Shipping Board has always felt that one of the most important duties that devolved upon it was the establishment of a permanent American line between Seattle and the Far East, and in allotting its ships to the old Admiral Line it felt that its hopes would be realized.

"The Pacific Steamship Company, the Admiral Line, however, operates many and important ships of its own in the coastwise trade, and the Board felt that properly there had to be a division of attention on the part of the officials of the Pacific Steamship Company, the Admiral Line, between its own ships in the coastwise trade and the allocated ships of the Government to the Far East. Therefore, the Shipping Board finally came to the conclusion that it would best serve the interests of all concerned to make a separation in the situation, leaving the Pacific Steamship Company free to devote all its attention to the operation of its own ships in the very important trades in which they were engaged.

"With this in mind, The Dollars, who are one of the largest stockholders in the Pacific Steamship Company, but who have not been active in its affairs, and who are experienced

operators in the Far Eastern trade, were induced to form a new company, to be known as the Admiral Oriental Line.

"The new arrangement went into effect today. Mr. Stanley Dollar becomes President of the Admiral Oriental Line, devoting his entire time to the enterprise, and retains as his vice president, A. F. Haines, who managed the Government ships for the Pacific Steamship Company. Mr. Dollar retains all his interest in the Pacific Steamship Company. The present arrangement merely constitutes a separation of the Government's ships into a company that will devote its entire time to the operation of the allocated ships.

"The officers of the Admiral Oriental Line are, R. Stanley Dollar, President; J. Harold Dollar of Shanghai, vice president; H. M. Lorber of San Francisco vice president; A. F. Haines of Seattle, vice president."

I am glad Stanley was selected by Government officials to take control of the destinies of the Admiral Oriental Line. I find his years of training have developed him into a man of sound judgement in shipping matters. The fact that the Government has found him well qualified to take over the management of so large an enterprise confirms my opinion.

Now that I am getting on in years I am glad to know that the ideals I have worked for will be carried on into the next generation by those interested with me.

I have tried to impress upon my boys the great necessity for putting aside personal desires when matters of great importance are at stake. Lots of times business makes us do things we do not like to do. I remember when my son Harold set out with his wife for China when only twenty years of age, to take up his permanent residence there. Both were going a long way from home and family but they realized they had to go in the best interests of our business, so they went and smiled over it.

Also when Stanley and his family had to leave their home in Piedmont, and move to Seattle in order that he could be on the job to conduct the affairs of the newly formed Admiral Oriental Line there was no question of personal feelings. It is not easy to pull up stakes and move away from our home,

friends and family. But both unselfishly left their homes for the sake of business.

During the many years I have been in business and have dealt with others I have seen many promising young men ruin their futures with selfishness. Business is a big, broad guage thing. Those who wish to succeed must be willing to make any reasonable sacrifice to get ahead.

I often have young people come to ask me for the secret of success. Success is not the same target for all of us to aim at. What may mean success to me might possibly be failure to the other fellow. One thing is certain though, no matter what we are aiming at, there is only one way to achieve it and that is by hard work.



R. STANLEY DOLLAR

CHAPTER VI

ONE of the first important conferences I attended upon my return from the north was the annual stock holders meeting of the Robert Dollar Company. This meeting proved to be one of the most important we have held in recent years because we had decided to vote for an increase in our capital stock.

This step seemed a good move to us. Though ocean trade was by no means booming at that time there was every indication of a great increase in shipping during the coming year and we were anxious to extend our operations so as to place additional freighters in the Around-the-World service. As has always been the case in my business ventures I decided to get in ahead of the other fellow and strengthen and enlarge our service during slack time, so that we would be able to serve shippers when world trade started once more. I explained all this to our stockholders and they readily voted for the increase.

We were getting very favorable reports at the office regarding the progress of the *Diana Dollar*, the first American freighter of our Line to be placed in Around-the-World service. From the time this vessel left San Francisco early in March 1922, bound for New York to the Far East and Europe, we found a ready demand for space on her.

Here, again, I took a step that was frowned upon by many, but the venture proved a success. I understand that the *Diana* was the first privately owned United States freighter to ever engage in around the world service.

For the sake of future reference a careful tally was kept on the variety of commodities handled by the *Diana* throughout her journey. We were surprised to learn that the number reached three hundred and four. This record shows what a big demand there is for all sorts of things.

GREAT LAKES CANAL PROJECT

A project which will some day mean a lot to the industrial development of the district around the Great Lakes was brought to my attention in a letter from Charles P. Craig of Duluth. Mr. Craig is one of a number of business men in the Great Lakes District who feel that the opening up of the Great Lakes St. Lawrence Deep Waterway to ocean going ships would do a lot of good for the District. I think this idea would not be much harder to make a success than the navigation of other rivers and lakes. Ocean going steamers go sixteen hundred miles up the Yangtze River in China. That is a very difficult river for boats.

When Mr. Craig asked my views regarding the Great Lakes project, the navigation of the Yangtze River immediately came to mind. To my way of thinking there is no navigable river in the world which presents the same problems as the Yangtze and for that reason if ocean going steamers are able to ply its waters there is every reason to believe that the currents of the St. Lawrence can be conquered.

On the St. Lawrence it will be necessary to construct a canal part of the distance but it should not be hard to do with up to date engineering. Most ocean going freighters have a draft of not more than twenty-five or twenty-six feet so the canal would not have to be so very deep. It would have been impossible twenty-five years ago to do this but now it can be done if the people wish to spend the money that way.

Internal waterways are means of the advancement of the American and Canadian Merchant Marine. When the day comes, as I feel sure it will, when the Great Lakes St. Lawrence Deep Waterway is made practical, farmers and manufacturers will be able to place their products on board steamers in any of the Great Lakes ports and have these vessels convey their cargoes directly to all ports of the world. Marine commerce is an endless chain and what blesses one blesses all, therefore, though my activities are confined to the oceans of

the world I gave my hearty support to the venture Mr. Craig is endeavoring to make successful.

BAD WEATHER TOLL

Good seamanship and good fortune made the rescue of the *Stuart Dollar* and the *Bessie Dollar* possible during a violent storm on the Pacific. When seven hundred miles out of Vancouver with a full cargo for the Orient, the *Stuart Dollar* broke her rudder and would probably have been able to put back in port with the aid of a jury rudder if a bad storm had not come up and made the makeshift steering device useless. In answer to a wireless call for help the *Bessie Dollar* hurried to the aid of the *Stuart* and stood by for hours trying to put a line over the bow to the disabled steamer. Big seas and a heavy gale drove the *Bessie* off. Then the main steam pipe on the *Bessie* snapped, making her as helpless as the ship she was trying to save. Tugs finally towed both boats into port. The captain and crew of both these boats were very brave and their loyalty to our interests undoubtedly made possible the safe return to port of both the *Bessie* and the *Stuart Dollar*.

FRESH CHINESE OUTBREAKS

I often wonder if the warring factions in China can ever be made to listen to reason. Internal strife goes on in the different provinces year in and year out and every so often boils over. This boiling over usually happens along the banks of the Yangtze River. Time after time when I receive reports from our Shanghai office telling of fresh outbreaks, I try to believe that the end of the fighting is in sight. These battles never result in anything worth while and commerce, of course, is interrupted not alone on the Yangtze River, but in all places in China.

I had a cable during November about a fresh outbreak at Chungking which is our upper terminus on the Yangtze. Over 800,000 people live in Chungking. When the Szchuen troops drove the Yunan troops out of the city it must have been rather exciting.

Like other white people, I have been an eye witness to many engagements like the one which occurred at Chungking. When the armies start blazing away at each other it is useless for outsiders to try to interfere. Interference will probably mean a six foot box and soft music.

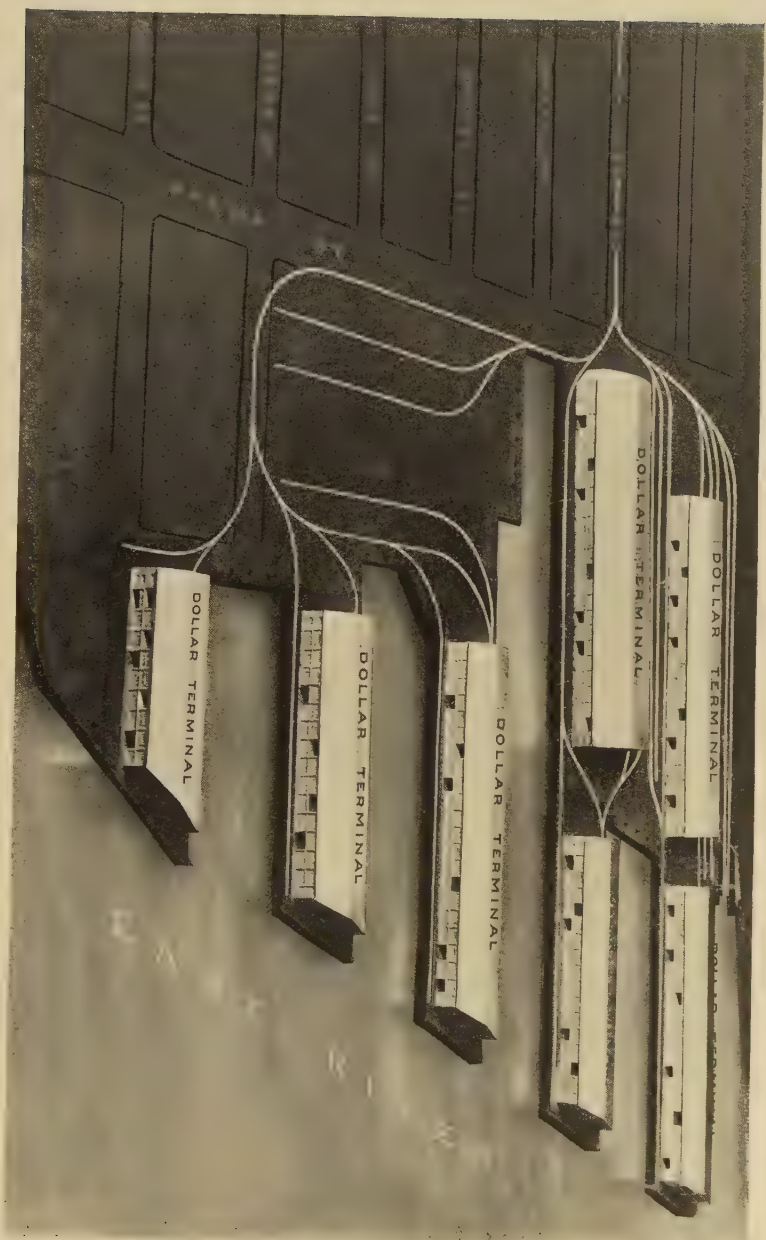
I remember one time in Shanghai, when a "war" was raging, a large percentage of the European population went to the Astor House Hotel for safety. The more daring got grandstand seats on the roof of the hotel and only came down when the shells began landing on the roof.

Political intrigue and personal greed on the part of the various generals constantly keeps alive the feeling of unrest among the Chinese people. It is too bad but there seems to be no way of making them stop.

An intense feeling between the Northern and Southern provinces exists and it does not take much for an ambitious general to get busy and start a war if he sees a chance of getting the best end of the bargain.

Much of the seed of dissension in China was sown in the days gone by, by Japan. The Japanese wanted to get Manchuria and part of China. They tried to break down the harmony of the eighteen provinces, to make a loop-hole so the Japanese Government could step in and assume control. The Washington Arms Conference in 1921 had a great effect on Japan's treatment of China. The Japanese realized China was about to find her place as a nation of power and have the allegiance of other great nations. The Japanese knew demands would be made upon them by other nations at the Washington Arms Conference in relation to China so they quickly made a separate agreement with China before the Conference opened, which had the result of preventing any public humiliation.

One of the first things Japan did was to withdraw a large regiment of troops from the city of Hankow. These troops had been stationed in Hankow for many years. Until the Washington Arms Conference loomed on the horizon, China was powerless to oust the Japanese. Hankow is one of the largest cities situated in the heart of China.



PROPOSED PLAN FOR DOLLAR HUNT'S POINT TERMINAL, NEW YORK

I remember how surprised I was in 1911 upon reaching Hankow to see Japanese soldiers drilling in the barrack grounds adjoining our lumber yard in Hankow.

Another reason for the change of Japan's attitude toward China is the will of the Japanese people. For many years military power was the single aim of the Japanese but in recent years, though the military party is still in political power, the attitude of the people has changed and they wish to keep peace with the world.

Japan, to her great credit, has done more than the most sanguine could ever have expected. We are all now confident that peace is assured for a long time to come. The only fly in the ointment is the immigration question. The present drastic legislation was uncalled for and caused by Congress taking the matter out of the hands of diplomats. Their action created strife and ill feeling instead of accomplishing satisfactory results. If the matter had been handled in a diplomatic way, the good feeling and friendship between Japan and America could have been retained.

Japan also realizes China can be far more useful to her as an ally than as a foe and she is adopting her new policy toward China as a means to this end.

HUNT'S POINT TERMINAL

I am a firm believer in looking ahead and planning for the future. It is one thing to be a pioneer and another thing to remain in the pioneer class the rest of your life. It is true that I am one of the early operators of extensive shipping on the Pacific Coast, still I did not assume that because my ships were engaged in the China trade that the trade routes of my vessels should never extend elsewhere. The world, after all, is a big market-place. If you get in the habit of selling to a certain stall and not trying to get new customers you will never grow. The man who is satisfied with just one customer lays himself open to a big risk. If that customer fails in business the salesman loses his all. That is why American manufacturers must reach out to all countries. The "change-

less East" is changing and a new map of Europe shows what the war did.

For a number of years, eight to be exact, we have been acquiring small parcels of land for a terminal at Hunt's Point, New York, until now we have forty-two acres. Hunt's Point is situated far up the East River in the Territory known as the Bronx. Because lower New York is a net work of docks and terminals the certain obstructions in the upper channel of the East River, have prevented shipping men from considering Hunt's Point as a terminal site.

The harbor of New York, like the city itself, has grown a lot in the last fifteen years. It will grow again as big in the next twenty-five years. The logical direction for the city's growth will be at the upper end, consequently a terminal in the Bronx will be suitably located and the ships of our Line will one day be able to proceed up the East River and dock at our terminal and there discharge their world cargo. Knowing this will some day be a fact I have great hopes for our terminal.

CHAPTER VII

DURING the first week of December the lodge in San Rafael congratulated me on the fiftieth year of my becoming a member of the Masonic Order. The Chinese Free Masons of the World made me an honorary life member of their organization about that time. Though many Chinese are members of the Blue Lodge, the organization of the Chinese Free Masons of the World is not a branch of Masonry as it is known in either England or America. I was very pleased to become an honorary member of the Chinese Free Masons of the World because I knew the Chinese showed real friendship for me when they conferred that honor on me.

Mrs. Dollar and I celebrated Christmas and New Year's at our home in San Rafael. I like Christmas and the Christmas spirit. Mrs. Dollar and I have been blessed with fifteen grandchildren, none of whom are grown yet. So we always have as many of them with us as is possible during the holidays.

On New Year's Day I made the following entry in my diary:

"I commence this year with great gratitude and thanks to God for all His abundant mercies and blessings. Unfortunately I cannot find words to express my great thankfulness and I pray for God's guidance and wisdom this year, as without that all my efforts would be vain and I hope that I might be permitted to do good in this world so that I may leave it just a little better than I found it. In all this I say, God help me."

After making a few personal calls in San Rafael with Mrs. Dollar on New Year's Day, we met Dr. Beattie and the architect and contractor for the Grace Dollar Memorial Building at the Orphanage in San Anselmo and had a long talk with them. Dr. Beattie reported that all work had been finished at the Grace Dollar Memorial Building and everything was ready

for the formal opening next day. Later in the afternoon, Mrs. Dollar and I drove over to San Anselmo and personally inspected the building and its equipment and found everything in good shape.

Just at sunset we reached the wooded knoll overlooking the San Rafael Park and the beauty and quiet of the scene so impressed Mrs. Dollar and me that we decided then and there to see if it would be possible to purchase this additional piece of property and add it to the Park, so that our fellow citizens could have additional recreation space during their pleasure hours. As it happened I was able later in the month to close with the owner and donate the eight acre piece of ground to San Rafael. This, along with the adjoining piece that I donated some time ago, makes about twenty-five acres in all.

As is always the case, there was plenty of work in our office in San Francisco at the beginning of the year to make the days fly. I wish the days were longer so I could get in more hours of work. This, I realize, is not the view point of most people in this day and age. It has always been my custom to rise not later than six in the morning and work straight through until five. My home is in San Rafael and is a considerable distance from San Francisco. In order to commute it is necessary for me to take both a train and ferry boat. The entire journey requires exactly one hour, so that means that I spend two hours every day going back and forth. But as this time is fully occupied reading the paper and reading letters I never consider that I loose any time by this trip. I have lived thirty-six years in San Rafael and I remember when it took me nearer two hours to make the journey. Though I have never attempted to figure out how many miles of commuting I have done in my life, I feel certain that though I am a world traveler, I have covered many miles between San Rafael and San Francisco, which has added much to my traveling around the world. San Rafael is a pretty town and it rests me to get out in the country after a day in the office.



MR. AND MRS. ROBERT DOLLAR AND THREE GRANDCHILDREN; MARGARET
DOLLAR DICKSON, JANE DICKSON AND GRACE DICKSON

PORTLAND LUMBER CO. BOUGHT

One of our first important deals in 1923 was the purchase of the Portland Lumber Company. I thought this step over for a long time as I knew a complete reorganization of the Company would be necessary. Reorganization is expensive business and the lumber market was in a shaky condition just then. Making an investment like the Portland Lumber Company is a mighty big deal to handle as we could not be sure of profits right away due to the bad market for lumber. Things have worked out well for us with the Portland Lumber Company and it is now one of our largest lumber holdings. There is at least 1,600,000 feet of standing timber on our property and we also have a splendid up to date electric mill in our yards in Portland. I made a personal survey of the 30,000 acres of timber land before we purchased the company and found that there was enough to last many years.

I enjoyed going into this deal for more reasons than one. The timber is fine quality and the acreage assures us of many years output. The purchase of the property naturally involved a very large sum of money and also required a great deal of my time. It all happened when we were very busy with our new shipping interests. We had been operating the Admiral Oriental Line for the Shipping Board a few months and were up against all sorts of problems. We had our lumber holdings at Dollarton, British Columbia, to look after and also our fleet of freighters, several of which we were attempting to keep in regular Round-the-World service. You can well imagine I was a very busy man. I kept right at things every day and everything went along well.

"535" PURCHASE CONSIDERED

I went up to Seattle to see my son, Stanley Dollar, regarding our possible purchase from the Government of the fleet of ten 535 feet President boats. We were operating five of these boats out of Seattle in the Admiral Oriental Line for

the United States Shipping Board and we thought it would be a good idea to buy all ten if we could get the Government to sell the lot.

There was a great amount of good idle tonnage in America at that time. Millions of dollars were being eaten up in keeping up these unused vessels. They were called "Phantom Fleets" by the newspapers and it was a good name. These idle boats were to be found in every principal American port. Row after row of them were slowly rusting away. No wonder the Shipping Board, under the guidance of Mr. Lasker, was trying its best to turn as many of these ships as possible over to private ownership and operation.

We were willing to consider the purchase of the "535's", but we felt the Government should make some reasonable concessions, not by granting a subsidy, but by making the laws more favorable to American ship owners. As I have already stated earlier in these Memoirs, I am opposed to a shipping subsidy. All that is the matter with American shipping today are the laws governing our marine commerce. Change a few of the laws and the matter of subsidy will not amount to much.

When I met my son Stanley in Seattle, he had just come back from Washington where he had been for a number of months trying to come to an understanding with the Government. Our management of the Admiral Oriental Line had already impressed a number of big Government executives and these same men were willing to help us secure all ten of the 535's. We had already made a bid for these vessels and stood ready to close the deal provided the mail contracts and other matters like that were fairly adjusted.

He went over the whole matter in detail. We both were of the opinion that we could operate these vessels all right if official Washington would only consider the matter from our view point.

Up to that time Government owned and operated steamers had not proven successful to any marked degree.

At the time we talked matters over it looked very much as if we would never be able to purchase any passenger ships

from the Government. Stanley was naturally disappointed over the outcome after all his months in Washington. All we could do was let the whole matter drop and go on operating the Admiral Oriental Line until such a time as the Shipping Board would take our problems of operation a little more into consideration.

For those who strongly favor Government ownership, let me ask one thing. Which is best for the nation, a big industry, such as shipping, run by private individuals, at a reasonable profit, with the owners shouldering all the heavy expenses of the operation of seagoing steamers, or the same industry operated at a loss by the Government?

During the war the Government was able to command the services of every experienced executive in the country whether he was a ship owner or a button manufacturer. We were in the war to win, and we won. When the war was over these executives went back to their private interests and naturally wanted to keep their industries under their own control on a paying basis.

Shipping, like a great many other industries, suffered big losses during the post war slump. Good judgment, stringent economy, well directed initiative and a careful financing are the big things that make a business successful. It is quite true that the Government possesses many of these things, but unfortunately, when to my way of thinking, politics walk in the door, economy and initiative cease to exist.

Without economy no business can be profitable long. When the initiative of executives and their co-workers is destroyed the big thing back of business is destroyed.

Competition is to be considered in relation to Government ownership. Only the strongest survive in shipping where competition is made very lively by practically all nations in the big race for maritime supremacy. One casual glance will show that, with very few exceptions, vessels belonging to other nations are owned and operated by private companies. These companies have the protection and backing of their Government so they get along all right.

Shipping has made and unmade every nation since

earliest times. The Phoenicians braved the Mediterranean; so did the Venician traders; the settlers of America crossed the Atlantic; the famous East India Company opened up the Orient and our clipper ships were once the finest and fastest ships afloat. America cannot afford to drop behind in shipping.

If Germany had waited until 1916 before going to war, she would have dominated the world with her trade. This trade had grown because of the efficient German Merchant Marine.

The sea commerce of England originally started with the British colonies. British boats, always considered the mainstay of the nation, have been privately owned and operated. I cite these facts in order that my readers may have before them our view point and realize that we were acting for what we consider the common good of America when we insisted that the Government meet certain conditions of ours before we bought boats in order that we might be able to run them successfully.

BIRTHDAY IN SEATTLE

I celebrated my seventy-ninth birthday during my stay in Seattle. One of the pleasant events of that day was an invitation I received to attend a luncheon given in my honor by the Seattle Chamber of Commerce. I was asked to address the assembled body and chose as my topic the current condition of foreign trade.

Looking through my notes on that occasion I find that I opened my address by stating that no exporter need be afraid to start in a small way.

Recent statistics show that the Philippine Islands have a yearly copra export of four million dollars so it can be seen how that business grew.

I also brought out in my speech the fact that I was fifty-seven years old before my first ship ever sailed the seas, therefore, it is never too late for a man to decide on a new career.

I managed to spend a day or two at Dollarton, investiga-

ing our mill conditions before I left Seattle. The tide of the lumber market had improved and things were going ahead again.

China had just passed through one of the most serious droughts that has occurred in the Yangtze River region in many years, but nevertheless, an increased demand for spring lumber shipments was shown in recent orders from our Shanghai office. This of course helped us in our lumber holdings and was a good sign.

The drought was caused by an extra long dry spell. From August until February, no rain had fallen in the upper reaches of the Yangtze River. Such a drought is a sure forerunner of another one of China's bad famines. When no rain comes for such a long period, the usually fertile soil of Szchuen Province becomes hard as iron and it is impossible to sow seed for future harvest. In cases where the seed has already been sown, the lack of moisture prevents its growth. The toil of suffering that results is awful. One-eighth of the population of the world lives and dies on the banks of the Yangtze River and its tributaries. The Yangtze district is one of extremes, either of great drought or great floods.

Unless one had viewed first hand the pitiful ravages of famine in China, the tide of human suffering can not be realized.

Missionaries play their part in helping the poor people who die by the thousands from lack of food in the various districts when famine sweeps in. Transportation facilities in China for the most part, are about like what was in use at the beginning of the Christian era. Therefore, it is often times impossible to swiftly transport food to the affected district and the helpless sufferers were forced to starve before assistance can reach them.

Then too, famine in China strikes quickly and in unexpected places and word takes so long to reach the outside world that thousands die before assistance is secured. It certainly is too bad that famines can not be controlled better than they are.

Although March is supposed to be a stormy month at sea,

Mrs. Dollar and I had a smooth return trip to San Francisco from Seattle on the *H. F. Alexander*.

IMMIGRATION LAW SNAG

One of the first matters which was brought to my attention upon my return to San Francisco was the entry into America of Wong Kwong and his wife. Mr. Kwong called me on the telephone and I was awfully sorry to hear about his entry. He and his wife were being held at the Angel Island Immigration Station and the authorities refused to allow them to land without a cash bond. Many years of congenial business relations had caused Mr. Kwong to appeal to me for assistance. He asked me if it would not be possible for his immediate release. I replied that I would be over to the Island as fast as the propellers of a launch could get me there. Before leaving the office, I put my check book in my pocket. I knew I would need it if I expected to bring the Kwongs back with me.

On the Island, I located the Chief Inspector and asked him what he required for the release of Mr. and Mrs. Kwong. He began a long winded explanation and cited the law at length and wound up by telling me that a \$10,000 cash bond stood between the Kwong's and entrance into the United States. I at once gave him my personal check for this amount which he could not very well refuse. While he was preparing the necessary papers for the release of my friend and his wife, I asked that they be brought to the Inspector's office.

Mr. Kwong thanked me in clear, precise English. His wife, who had been a school teacher in Honolulu, spoke English as well as Chinese, said nothing, but smiled her thanks. When the Inspector had completed his clerical work and announced that the Kwongs could now make their way to San Francisco, Mr. Kwong drew a wallet from his pocket and showed the Inspector a letter of credit for \$500,000. He said to the Inspector, "I only wished to enter the United States in order that I might purchase a blast furnace in Pittsburgh. My Company is starting a new unit of construction in Hangkow and will require this furnace. But after this cordial official reception, I feel that my business can best be transacted in

England. Tomorrow my wife and I will go to New York and there board the first outbound steamer."

For a minute I was tempted to feel sorry for the Inspector, for if there was ever a flabbergasted, uneasy official, it was he.

Kwong lived up to the statement he made the Inspector, to the letter. There is a half million dollar blast furnace of British manufacture now being fired in Hangkow.

Restricted immigration is something I whole-heartedly favor when it is carried out right. But we, as a nation, are committing trade suicide when we bar from our country men of wealth and position who have come here to buy. Kwong was a Chinaman, yes; but he modestly came to America with a half million dollars tucked away in his wallet. Neither he nor his wife had any intention of remaining in America, yet he was treated without courtesy and classed as a forbidden coolie immigrant, because he was a British subject.

American trade lost more than Kwong's half million dollars through the act of the immigration authorities, for he will ever be bitter regarding his experience, and has many influential friends in China, who constantly import commodities.

Such use of the immigration laws not alone repulse wealthy Oriental buyers, but they also prevent hundreds of Australian and New Zealand merchants from landing in San Francisco. In this manner trade, which would ordinarily be conducted in America, goes to other countries. Canada is already benefitting greatly because business men from Australia and New Zealand go there when they are barred as aliens from entry into the United States.

The exclusion from our shores of those who come to us prepared to buy is bound to work great hardship on our foreign trade. We naturally want to keep out of this country people who would take jobs away from our workmen. Let us, however, see that our immigration helps to increase our trade in order that our American workmen may be free from idleness.

As time goes on and our industries increase ten, twenty, one-hundred fold, we will be forced to depend more on world markets. So we should keep all our present day trade relations in order that they may multiply in the days to come.

CHAPTER VIII

MR. DOLLAR and I left San Francisco for New Orleans in order to arrive in time for the tenth annual National Foreign Trade Convention, which began May 2nd.

We had visited the quaint old southern city on previous occasions. Our first visit to New Orleans was made shortly after we were married. We again revisited there about eight years ago. It is rather amazing to find how old world traditions still remain rooted in New Orleans.

The commercial and residential sections of the city reflect the progressive spirit of America. The quays of New Orleans are strictly up-to-date. Negroes handle all the cargo. Shambling darky stevedores go about singing. Bales of cotton are stacked on the wharfs awaiting shipment. A singing darky against a background of baled cotton is certainly a real Southern combination.

Stevedoring is mighty hard work. A man must have the strength of an animal to handle cargo. Colored stevedores have great strength and make good stevedores. They all sing as they work and any man who can sing as he stows cargo should be admired. I spent considerable time one morning watching and listening to a crew at work loading the hold of a steamer. They made a neat job of it and were fast workers.

Out in the Orient the gangs of coolie men and women who act as stevedores employ a headman who does nothing but lead their rhythmic singing. But the Oriental, unlike the darky, does not sing because he is happy, he sings because the rhythm of his music helps him to hoist and tug great weights in unison with his co-workers.

We were over-joyed to find some of the old homes still in existence in the residential section of New Orleans. They are nice comfortable places and it is a shame to see them go.

FOREIGN TRADE CONVENTION

The National Foreign Trade Convention opened with a luncheon. The four days of the Convention passed all too quickly for me as I enjoyed every minute of the meetings. The various speakers confined their talks to European conditions during the past war. The reorganization of financial agreements was also discussed with relation to trade with the South American countries. One or two speakers dealt on the problems confronting traders with the Far East. But on the whole, the Convention was principally devoted to the promotion of further dealings with Europe based on sound credit methods.

Over nine hundred delegates attended the Convention. These men had assembled from all parts of the United States. To my way of thinking the Convention was good proof of the increased desire for greater foreign trade on the part of big men all over the country.

On the last day of the Convention, the Inner Harbor Navigation Canal was formally opened with an address by James A. Farrell, President of the United States Steel Corporation. In his brief address Mr. Farrell expressed his faith in New Orleans as a port with undreamed of possibilities. Personally I think the citizens of New Orleans showed good judgment in building their new canal. It is now possible for ships of greater ocean draft to reach the Inner Harbor via the canal.

The fifty representatives from the Pacific Coast gave Mr. James Farrell an honorary banquet to show the great respect we had for him and his work. I consider Mr. Farrell one of the really big men of the United States and I was therefore very glad to be able to preside over the banquet. A number of very complimentary speeches were made and the affair was satisfactory in every sense of the word.

When it came time to leave New Orleans the general opinion of the delegates was that the convention had really been a great success and was bound to aid in developing the foreign trade of the United States.

OTHER CITIES VISITED

We left New Orleans for New York and stopped over for several days in Philadelphia, where I was a guest at several luncheons given in my honor by organizations interested in foreign trade. I looked over the port of Philadelphia and found things pretty dull. During the war they had been busy enough there, but the shipping slump hit them hard and there was little cargo movement in or out of Philadelphia at that time.

I was surprised to learn that every known article, from locomotives to pins, was manufactured at Philadelphia. That is fine and it should be a big export city. I understand that Philadelphia exports a lot to South America and Europe and the men I met there certainly struck me as being wide awake and anxious to learn all they could about conditions in the Far East.

I then went to New York where our business had been increasing to such an extent as to necessitate a change in the personnel of our staff. It was very gratifying to observe this growth.

From time to time we had been buying parcels of land at Hunt's Point until we had succeeded in getting forty-two acres. We intended to use the property for a terminal for our steamers and to also build warehouses for the storage of cargoes and a lumber yard for our surplus lumber from the Pacific Coast. Such an arrangement would permit us to handle all our freight in a very simple manner and at the least possible expense as part of our plan included a spur track connecting with the big New York railroad systems.

I had the pleasure of again greeting over a hundred of my shipping friends and associates at "India House." I have come to look forward to this annual meeting with my Eastern friends as a very important event as we get together and talk over lots of important things. Those get-together-meetings are the very best way to get co-operation and pulling together.

I find it difficult, because I travel so much, to correspond regularly with my many friends. For that reason when I am able to get a number of them together for a friendly talk, I like it very much.

Edward F. Luckenbach, President of the Luckenbach Steamship Line acted as toast-master during the luncheon at "India House" and William J. Love, and Welding Ring also gave short talks.

I thought it was a good idea to bring out the fact that American privately owned shipping was in danger of falling behind again. So I talked to my friends on that subject. During May of 1923, I pointed out we were operating only two privately owned ships, the *Diana Dollar* and the *Stewart Dollar*, from the Pacific Coast ports to and from the Far East, and that they constituted the only privately owned vessels on the Pacific Oriental trade.

I also read out that, outside of the West India trade, there were only fourteen passenger steamers and twenty-two freight boats privately owned and operated on the Atlantic during 1923. I went on to say that these figures were certainly most disheartening and something should be done at once to boost them.

These figures, of course, did not include boats engaged in the inter-coastal trade but only included ships operating in the foreign trade.

I asked my friends to get together with me and help get rid of the harmful marine laws in order that we might all be given at least an even break with other nations. I showed them the big difference between law making bodies of England and the United States, by pointing out that in the Houses of Parliament, forty-nine ship owners were members while there was not one ship owner in our Congress. During the current session of Congress, two hundred and ninety-nine lawyers got in the sessions, which is all very well. For our own protection we shipping men need proper congressional representation, but we will not get it by sitting back and waiting. That means every ship owner in America will have to put his shoulder to the wheel and do his share in order to bring this about. We

must have reasonable legislation for the protection of our shipping interests.

The time will come when we shipping men, in common with all big industrial executives, will find that as a means of self protection we will have to be represented in Congress by our big executives, who know what we need in the way of laws. This does not mean that ship owners will try to wield a big stick, but we must have men who know our business to represent us.

Farmers are well represented in Congress. Shipping is nearly as important as farming.

No other nation ships as many products by sea as we do and yet shipping is forced to shift for itself and exist under lots of handicaps. We need changes in our laws from Congress and we should see that we get it.

I have never yet heard any American shipping man intimate that his policy of operation included the so-called "cut-throat methods, either with rival American or foreign companies. Therefore, though the American nation is the biggest shipper in the world it does not want a monopoly of ocean commerce. But with the backing of Congress putting us on exactly the same basis as our foreign competitors, it will be easy for America to get its fair share of ocean trade.

When I finished my talk, several of my guests added to my remarks and the luncheon became an impromptu meeting of considerable importance and we all got a lot of good out of it.

The Propeller Club of New York, which is made up of shipping executives, asked me to be one of their speakers at a luncheon they planned to give on May 15th, in their new quarters in the White Hall Club. I was very glad to accept the honor of addressing such a fine body of men engaged in the shipping business. The luncheon proved to be another one of those informal get-together affairs when many points of shipping operation were discussed.

Another very interesting function I attended while in New York, was a big dinner given at the Waldorf Astoria by the National Association of Manufacturers, who were in their twenty-eighth convention. Labor and union labor leadership

were the subjects of the various addresses made. While none of the speakers denied labor the right to organize, the methods of many big labor leaders in the country were criticized. The lawlessness of the Herrin, Illinois, miners, was still fresh in our minds.

John E. Edgerton, President of the Association, brought out a thought which struck me as being fine. He said in part, that labor leaders carried on their propaganda on the theory that the world owes every man a living and that it is the right of every worker to demand full payment. Such an attitude, according to Mr. Edgerton, is one of the underlying features of class consciousness in America. We come into the world, he said, with nothing and we depart with nothing. What we get during our life usually belongs to us because we have put forth some effort to obtain it. Even those who have inherited their wealth and have never known the joy of a day's labor have to work some to keep their money. In the case of the man who labors, circumstance demands that he reach out and receive full pay in return for his efforts. The world owes nothing, on the contrary, we owe much to the world and all should give payment to honest, fruitful labor.

When Mr. Edgerton had finished his speech, I addressed the assembled body and told them about the collapse of the now famous waterfront strike which happened in San Francisco in 1919.

Up to the time of the dock strike, San Francisco had been known as the tightest "closed shop" city in the world. But when the last rumble of the dock strike had died away, the labor aspect in San Francisco had undergone a complete change. It became the most wide "open shop" community in America. How shipping men brought about this change has lots of thrills.

In the first place, after organized labor along the docks had asked us to meet their unfair demands and got our refusal, they adopted strong arm methods. Day after day things grew worse. Shipping was at an absolute standstill. When we attempted to have nonunion men handle our cargo trouble arose. The Unions not alone sent a large number of

our men to the hospital, but they went further and included the graveyard. In fact killings became very frequent without any convictions in the courts. Naturally every ship owner and operator in San Francisco had combined forces in an attempt to stop the strike.

Our appeals to the District Attorney went unheeded and the police judges failed to convict any of the strikers, no matter how serious the charges. By this time all mercantile San Francisco was up in arms over the lawlessness which was daily taking place along the Embarcadero. The labor leaders had lost all sense of decency and it was useless to try and argue with them.

Knowing we could not bring them to reason, we held a mass meeting in the Merchants Exchange and fixed up our plans of action. That meeting was not alone attended by every man connected with shipping in San Francisco, but the entire commercial life and the executive force of the city turned out. We knew we were in for a big fight, which meant that if labor's reign of terror was successful, San Francisco would be bound down by the Unions. To show to what excess labor leaders went to, I remember they compelled the United States Government to obtain from the President of the Stevedores Union a permit to allow the Government to go on the wharf to remove a shipment of gold. A copy of this permit was published in the papers.

Before I go any farther, let me again state that I am not opposed to organized labor and never will be. But I am bitter against labor leaders who seek to make use of the members of their Unions for personal gain.

During the meeting in the Merchants Exchange all sorts of suggestions were put up. It was plain every one wanted the strike over at once. I made quite a stir when I said, "As long as we continue hauling our men to the Receiving Hospital and the other fellows stand by, we are never going to get anywhere. I propose that we start in tomorrow morning, when they compel us to send one ambulance to the Receiving Hospital, we shall do the same to theirs."

Everyone was quiet when I said that. I guess they were

thinking it over, then wild cheers broke out. Perhaps such methods do not seem very noble now that it is all over. But we had tried every other means of making labor reasonable and got nowhere.

Before the meeting was over a fund of over a million dollars had been collected. The hundreds of men who had attended the meeting knew it was going to be a hard fight to break the strike, but it had to be done.

The next morning things began to happen. Our merchants jammed one of the police courts where several of the strikers were to be tried. The Judge of the court had right along been dismissing the charges against every striker brought before him. On this particular morning the Judge tried to bluff us out by saying he could not hold court with so many men standing around, and ordered the room cleared. Only one man remained standing, he refused point blank to obey the Judge's order to get out. This man was the foreman of the Grand Jury. When the Judge got rather scathing in his remarks, the Grand Jury official started to leave with the threat that he would "get the Judge's scalp. The Judge got good and frightened at this and made one of the men seated give up his place to the "scalp seeker."

With such a body of prominent men in court, the Judge was forced to sentence the strikers brought before him. They were the first, I am sorry to say, but anyway we had gotten something started. The newspapers praised us too and that was good.

That same day the strikers assaulted and almost killed an innocent man who was a stranger in San Francisco who probably did not even know there was a dock strike going on. Three of us who were the leaders in the citizens' fight went before the official and laid our cards on the table. We told him that because of his reluctance to prosecute we had found it necessary to form a vigilance committee and if the serious conditions along the waterfront did not stop at once, our first official act would be to take him and string him up to a telephone pole.

I can see that official yet. He could not believe we really meant it, so he said to me:

"Mr. Dollar, do you mean that?"

I answered, "I was never more in earnest in my life."

My reply brought him to time and he at once promised to co-operate with us, and he did. There was never another man assaulted on the waterfront after that and the strike collapsed in a few days' time.

But I want to tell my readers now, as I told my listeners at the National Association of Manufacturers meeting, that I deeply regretted that conditions had forced us to use such methods. I have always been a peaceful man, but that dock strike had gone too far for peaceful methods to be of any use.

Oftentimes the laboring man is unjust in his demands. He does not stop to realize just what problems his employer is up against. I have been both an employee and an employer and under both circumstances I have always tried to be fair and give full measure for the value received. That is the only way to do.

CHAPTER IX

ABOUT the middle of June Mrs. Dollar and I returned to San Francisco from our visit in New Orleans and New York. The first news I got was a cabled report about serious trouble with our river steamers on the Yangtze River in China. The bridges of all boats belonging to us in the river service were covered with armor plate and our Navy provided us with Marines and machine guns, and thus prevented more serious casualties. At Ichang the *Alice Dollar* was boarded by a crowd of rebel Chinese soldiers, who demanded that Captain Tornroth provide them with free transportation to Chungking, another river port. When the Captain refused, they fired several shots and, unfortunately, injured Mrs. Tornroth, wife of Captain Tornroth, and Mrs. P. C. Windham, wife of our agent at Ichang.

American marines from a gunboat were sent for in a hurry. The Marines soon stopped the trouble. One Chinese officer and thirteen soldiers were captured. The two women, according to reports, would not have been injured if the bullets had not splintered the steel armor plate of the vessel and sent splinters flying.

This whole disturbance was entirely uncalled for. Such things tend to break the friendly relations between this country and China.

It is very wrong for the lawless factions in China to attack foreigners and do such things as fire on river steamers, pillage trains and carry off European passengers as prisoners. I cannot say enough for the great assistance the Navy gave us in putting Marines on our River boats, as without their help it would have been impossible for us to have used our vessels.

The Peking Government of China, which has been in power for twelve years, tries hard to keep at peace with the rest of

the world. Jealousy and lust of money on the part of the opposing Chinese parties is behind every rumpus, directed both at the Peking Government and foreigners. This makes diplomatic relations with China about as hard as the navigation of the Yangtze River.

One thing must be remembered about the Government of China, and that is that China, though the oldest monarchy in the world, has only been a republic for a little over twelve years. Other nations, youthful by comparison, had all sorts of trouble starting their republics. So it is not to be wondered at that the authority of the Central Government of China as yet means little to the warring military leaders of the various provinces. All during the period of reorganization the Peking Government has had little cash to set up an army with or keep things going well

Every nation, and America especially, is trying to help China. One of the important things at the Washington Arms Conference regarding China was the declaration that troops should be gotten rid of as soon as possible. The troops being those which belonged to the Tuchans, or local military governors in the various provinces. These troops usually start the trouble.

The total number of armed men in China is very big. Two million is a fair estimate of the troops the various military governors keep. This standing army is not kept for the purpose of preserving law and order, but is used by leaders in order to increase their personal power and wealth.

This political condition at times seriously hurts American enterprise in China. Although I, in common with dozens of other business men who have large interests in China, try to be tolerant, I, nevertheless, lose my patience at times because neither side ever seems to get anywhere.

SEATTLE TERMINAL PLANNED

In the course of a conference with officers in our company in Seattle about our lumber holdings, it turned out that certain timber lands really required a careful survey. I suggested

I stop over in Portland on my way south and report on the true conditions of the timber lands. We agreed upon this and then went forward with our talk on the matter of our proposed new terminal for the Pacific Steamship Company in Seattle.

OREGON LUMBER CAMPS

On the way South I stopped over both at Portland and Eugene, Oregon. From Eugene I made a trip to the Mabel Mill for the purpose of inspecting the Coast Range Lumber Company mill and logging equipment, and went into the woods and looked over the timber.

I went all over the big electric mill of the Dollar Portland Lumber Company in Portland, Oregon, and was satisfied with the condition of affairs.

Besides this up-to-date and electrically equipped mill, which can cut one hundred million feet of lumber a year, our Company is in possession of seven hundred feet of waterfront and excellent docks, which enable us to load our steamers right at the mill.

Our nearest logging camp is situated at Green Mountain about one hundred miles from Portland and accessible only by a logging train. When I went up to the Green Mountain Camp during the visit of which I make mention, we found very satisfactory progress was being made in the development of this large camp.

The country over which our timber extends in that section of Oregon is particularly interesting as most of our property is in Linn and Lane Counties. It was in these two counties in the early days that many of the most hardy settlers made their homes. They had come across the Continent in the famous covered wagon trains and had found their future prosperity in the beautiful wooded districts of Oregon.

The famous Willamette Valley is also in that district, and traces are yet found of the early habitation of the pioneers.

We have sufficient standing timber on our lands to last for many years to come. I look to this most recent lumber deal of ours to prove a successful venture.

Many people perhaps think now that I should concentrate on nothing but steamship operation. But in this respect I feel both the lumber and the steamship business, so far as I am concerned, are so closely inter-locked that for me to disregard one in favor of the other would be wrong.

Out of the export trade of my lumber business I made my start as a steamship man. The carrying of lumber to various parts of the world in my steamers is a good part of our outward bound freight business. Of course, I do not mean by this that lumber is the only product carried in the holds of our vessels. Such is far from the case, but I do mean that each year our vessels carry a large amount of lumber which is the product of our mills and forests.

I spent all of July and the first week of August in San Francisco, and never remember a busier five weeks. We were still bidding for tonnage in Washington. Daily telegraphic reports kept me informed of the conditions there.

In the meantime, shipping in general had taken a turn for the better and our various freighters were sailing with much more satisfactory cargoes that they had been able to secure for many months past.

The larger the business, the more I consider the personal touch of the chief executive necessary. One of the ways in which I put this theory of mine into practice is to personally examine all of our steamers at frequent intervals. I try to make it a custom to go on board as soon as the vessel I am to inspect has docked. In the company of the officers I thoroughly go over the ship, offering suggestions and criticisms when necessary. If everything is to my satisfaction, I tell the officers so.

The successful operation of ocean going vessels lies in the establishment of careful routine. Every man must be on the job all the time on a ship. A survey shows whether they are or not.

PRESIDENT HARDING'S PASSING

While in Portland during August, 1918, in common with the whole nation, was shocked with the news of President Warren

G. Harding's death. On several occasions when I had the pleasure of talking with Mr. Harding I had found in him a very fine, upright man. In my opinion, Mr. Harding was one of the very few Presidents in late years who went to the White House with solid business training behind him.

A business man could lay his problems before Mr Harding with the knowledge that the matter he had brought before the chief executive of the nation would receive the judgment of a man who had already had much experience in the business world.

With Mr. Harding's passing the United States lost one of its ablest and best Presidents, and it was greatly to be regretted that so fine and true a servant of the people could not remain with us longer.

TERMINAL SITE BOUGHT

During August the Pacific Steamship Company consummated the negotiations for the purchase of the Skinner and Eddy Dock Yards in Seattle, and began making plans for the terminal buildings.

The plans included a five-story office building to house all the executive and operating departments. When finally completed the terminal will consist of three units of piers. The first pier to be constructed showed a measurement of one thousand one hundred feet in length and one hundred and fifty feet in width. One pier of these dimensions is ideal and capable of handling the Alaska and California business. The other unit arranged for was a pier of like dimensions to provide accommodation for the Admiral Oriental Liners. The estimates made for the office building, these two pier units and a third pier to subsequently be constructed, roughly amounted to four million dollars. But I anticipate that much more money will be spent in building this terminal before it is finally completed.

It is our intention to eventually make this new terminal not only one of the largest but the best equipped dock terminals in the United States. It will be known as the Admiral

Line Terminal, although the Pacific Steamship Company, the Alaska Steamship Company and the Admiral Oriental Line will have joint use of the big docks.

JAPANESE EARTHQUAKE

The almost unbelievable news of the great Japanese earthquake proved a very great shock. Knowing Japan as well as I do, I could picture the damage done to Yokohama and Tokyo by the upheaval of the earth and fire that followed.

When houses and buildings in Japan are not built of stone the flimsiest sort of wood and matting are used as building materials. It is, of course, the poorer classes who have their homes constructed of wood and matting, consequently the class of Japanese who could least afford to suffer lost everything.

The population in Yokohama and Tokyo at the time of the earthquake was so dense that the loss of two hundred thousand lives is not to be wondered at.

We, in common with all other business firms, lost our offices, but we were fortunate in that none of our employees lost their lives.

America did all she could to help alleviate the terrible sufferings which resulted from one of the worst catastrophes within the century. I placed several of our boats, which were in Chinese waters, at the disposal of the rescue officials in order that food and the necessary supplies could be quickly transported to Japan.

The Japanese are a brave race and I do not doubt that within ten years' time practically all traces of their great tragedy will be gone. To my way of thinking, it must take great courage to live in Japan where earthquakes are of common occurrence with a very bad one every so often.

When we stop to think that beautiful Tokyo, with its large and modern buildings, beautiful parks and good business districts was partially wiped out in a few seconds, and Yokohama, one of the most promising seaports of the Far East, had its marine activities stilled within the tick of a clock, we

come to realize that after all these vast monuments we rear to modern business and industrial life are held in utter scorn by the elements.

It is also the way of the world that no matter how great the person or the city is, should either that person or city cease to be, the world goes on. None of us are indispensable in this scheme of things, but nevertheless, we should all strive, whether we be an individual or a community, to make our life as useful as possible in order that while we exist we are a distinct benefit to our fellow associates.

Even though Japan had lost Yokohama, its biggest and finest harbor, the Government quickly made arrangements for the transfer of all shipping to Kobe. Therefore, marine communication between Japan and the rest of the world did not cease when that country lost a good part of its capital, its principal seaport and several hundred thousand of its inhabitants. A short time later the harbor of Yokohama was again in operation and the vessels of the Admiral Oriental Line once more included it as a port of call.

CHAPTER X

ABOUT the middle of September we were finally able to buy a fleet of passenger steamers from the Government. Stanley wired me from Washington that he had bought for our Company seven passenger steamers named the President Liners, the *President Harrison*, *President Hayes*, *President Adams*, *President Polk*, *President Garfield*, *President Van Buren*, and the *President Monroe*.

These vessels, because of their length, are known as the "522's," being five hundred and twenty-two feet long. Their gross tonnage is 10,538 and they have luxurious first-class passenger accommodations and several are equipped to carry third class and steerage as well.

We had decided, as I have already mentioned, if we bought these boats to at once put them in an around the world service. Such an undertaking, we realized called for a lot of pioneer work, but we thought it a good proposition.

We were doing what no other company had ever attempted to do. Frankly, I think that we are engaged in one of the biggest ventures ever undertaken in the history of shipping. That, I realize, is a rather large statement, but I based it on the splendid results we have already had from our Round-the-World cargo vessels, and as I am writing these words nine months have passed since we sent the *President Harrison*, the first of our seven Liners, Round-the-World.

Everything indicated from the start that our operation of these vessels will prove successful. There is no need for me to again state the many reasons why an around the world fleet of American owned and operated vessels should be successful. The volume of foreign trade throughout the world has really grown to such proportions as to demand such service as we are operating.



INSTALLATION OF CHIMES AT THE SAN FRANCISCO THEOLOGICAL SEMINARY

PRESENTATION OF CHIMES

The successful work now being carried on all over the world by the graduates of the San Francisco Theological Seminary at San Anselmo, California, is very worthy. I have watched that institution for some time and have followed, step by step, the careers of many of its graduates. Ministers of the Gospel are more needed in the world today than ever before. Though I am a hard-headed business man I have always believed in applying practical Christianity to every problem. There is no way of measuring the good done by ministers because that good is performed in a simple manner and only comes to light once in a great while.

From time to time I endeavor to contribute my mite to help along the teaching of the Gospel, both at home and abroad. The San Francisco Theological Seminary is turning out a high type of manhood whose earnest work should bring much added good to the world.

I decided to give a set of chimes to the Seminary, so I ordered a set of thirteen bells to be installed in the Bell Tower of the main building. These bells were cast by the McShane Foundry at Baltimore and brought around by the Panama Canal on one of our vessels. It is never an easy matter to install chimes, but no delay or accidents marred the placing of the bells in the Seminary Tower. The largest bell weighed three thousand pounds and the others were correspondingly heavy.

The dedication of the chimes was particularly impressive.

Late in the afternoon of September 20th the entire Seminary body together with a lot of friends from San Anselmo, San Rafael, Ross and nearby towns gathered in front of Montgomery Hall to listen to the dedication services.

In presenting the chimes, I said: "It gives me great pleasure on behalf of Mrs. Dollar and myself to present to the San Francisco Seminary, this set of thirteen bells. We give them in trust to and for the benefit of the whole community. And we hope that the religious tunes that will be played on them

will advance the cause of Christianity and that they will continue to do good for future generations."

The whole affair was brief but impressive. Professor Wicher accepted the chimes for the Seminary in the following short address:

"San Francisco Theological Seminary accepts with gratitude this gracious gift. It adds one more to the long list of generous benefactions with which Mr. and Mrs. Dollar have visited the Seminary.

"These bells will shed a spiritual benediction upon our neighboring valleys. To all those who dwell within their sound they will bring a message of the reality of God, of His love and care, and of the duty of His people to worship Him. To many men who are unable to attend the services of the sanctuary they will bring hallowed memories of the hymns of childhood. With the passing of time they will become a unifying influence in our community, strengthening the sense of home and locality and blending with our tenderest recollections.

"One of these bells has been thoughtfully named 'The Children's Bell.' May the deep, resonant tone of this bell strike a responsive note in the depths of the hearts of the children and the children's children of the donors, unto many generations.

"For the service of spiritual ministry unto men, for the increase of beauty and reverence, and above all, for the glory of God, these bells are given by our benefactors and accepted by the Seminary."

The inscription on the largest bell was presented to San Francisco Theological Seminary by Mr. and Mrs. Robert Dollar, 1923.

CHAPTER XI

SHORTLY after Stanley's return from Washington and preparations were going rapidly ahead for the first Round-the-World voyage of the *President Harrison* I decided also to travel around the world for the purpose of finding out how conditions were in the various ports of call where we proposed sending our President Liners.

Although I had been home scarcely two years from my last trip around the globe, I did not mind going again. Mrs. Dollar fell in with my plans, and we at once began preparing for our trip.

Much as I would like to have been on board the *President Harrison* when she first steamed out of San Francisco Bay in our service, I, nevertheless, thought it better to arrange matters so I could precede our first passenger vessel to China and the Far East. The *President Harrison* finally caught up to us at Colombo, Ceylon, where we boarded this vessel.

We sailed from Seattle for Japan on the Admiral Oriental Liner, the *President Jackson*, on November 10th.

One of the last things I did before leaving San Francisco was to give a luncheon for all of our employees on board the *President Harrison*, which was lying at our pier being conditioned for her maiden Round-the-World voyage. There were ninety-five present at the luncheon. This represented our entire personnel in the San Francisco office.

The number present showed the progress we had made in the last few years. In 1917 I gave a similar luncheon for our employees, twenty-four were present; in 1921, fifty-six attended; so that the number present for the affair aboard the *President Harrison* represented almost a doubling of our staff.

I gave a short farewell talk at the luncheon and especially made mention of the fact that we were all one big family and that no matter how seemingly unimportant, in relation to

the whole, the daily tasks of even our most junior employees might seem, I wanted them to know that they, in common with everyone else, were really playing an important part in helping us to launch and make a success of our newest venture.

I am a firm believer in absolute equality of all employees. Everyone who knows me in business knows I carry out this conviction to the letter, with the result that everyone in our business family goes about their daily work with more or less of a personal feeling of interest in our business. The employee who is merely a cog in the machine is really of little use to himself or his employer. As it often happens this employee may have lots of ability which is never brought to light in the interests of his employer because of the system under which he works.

American history shows that many an office boy has become President of a corporation where he once ran errands, and it is safe to say that the company in which this boy rose from his minor position did not conduct its business along impersonal lines.

Mrs. Dollar and I always try, when we are going on a long trip, to have some one accompany us because we feel that the joys of travelling are greatly increased when there is some one along to share our travel pleasures. So when we made our plans for our world trip, we decided to take along our granddaughter, Margaret Dollar Dixon and Dorothy Sharp, one of her friends, who is the daughter of one of my neighbors in San Rafael. The girls were, of course, very keen to make the trip as neither one of them had traveled round the world before, and Mrs. Dollar and I were kept pretty busy answering questions.

The trip across the Pacific, occurring as it did in the winter, was rather stormy. In spite of the bad weather the *President Jackson* arrived in Yokohama only a few hours late.

I had a good opportunity, while en route from Seattle, to observe the operation of this steamer and I might say in passing that the service and management was a very creditable reflection of the high standard of the Admiral Oriental Line.



"PRESIDENT HARRISON" STARTING ON MAIDEN VOYAGE AROUND THE WORLD

ARRIVAL IN JAPAN

Arriving, as we did, in Yokohama a little over a month after the great earthquake, it was rather remarkable that the streets in many places had been cleared, permitting the passage of automobiles.

The sight of Yokohama in ruins vividly recalled the great catastrophe of 1906 which occurred in San Francisco. In the business section of Yokohama, as had been the case in San Francisco, the large buildings had swayed and rocked, finally crashing into the middle of the streets leaving them filled with debris. By the time the flames had passed over the ruins nothing remained but the charred and twisted evidence of the one time office buildings and warehouses.

Temporary buildings had already been erected in Yokohama and the stores had been opened. Business was being carried on in shacks and sheds. It was also distressing to visit the European residential part of the city and view the ruins of countless fine residences.

In the residential section the evidences of the quake were more plainly visible than in the business section of the city. The fire, in most cases, had been confined to the commercial part of Yokohama and had reaped such destruction that little evidence had remained of the earthquake. A number of steel buildings stood the test of the earthquake fairly well, and although they were severely damaged by fire, none of these modernly constructed buildings had been totally demolished.

The offices of the Admiral Oriental Line were located in a temporary building situated next to our old office building of which nothing remained. It was rather depressing to see business conducted under such circumstances, but all the other steamship lines had shacks near us and we all were laboring under the same difficulties.

You can well imagine my feelings when I was in our office and felt the ground begin to tremble under me. One of our officials with whom I was conversing at the time, treated the

matter lightly even though he and myself, in common with everyone else in sight, rushed out of the office into the street. There was no danger of the temporary building being demolished, still I can assure you we felt far more comfortable out in the street. There is nothing more terrifying, to my way of thinking, than an earthquake, because when the earth, the one thing we consider solid in this world, begins to shake, all our theories are upset.

The Yokohama water-front presented a particularly bad appearance and as far as I can see, it will require a vast amount of money and labor to return it to its former usefulness. It seemed as if the earthquake had been far more severe along the shoreline than anywhere else, not alone destroying the docks, but also sinking the breakwater to a depth of fifteen feet or more, which means that it will have to be removed and a new breakwater built. This is a big and an expensive undertaking but at that time the Japanese Government was already making plans for the restoration of the Yokohama harbor, and big as the job is they will undoubtedly succeed.

The rebuilding of Yokohama as well as Tokyo is an absolute necessity. Though Tokyo also suffered very severely from the earthquake, it was not completely destroyed like Yokohama, but the population in Tokyo is far too dense to permit proper expansion. The harbor is another important factor and the water at Tokyo is too shallow to be commercially serviceable for navigation. Yokohama is really the entrance port and it will, by reason of its strategic position, be rebuilt even though in the future a channel may be dredged into Tokyo.

My son, Harold, was on hand to meet us when we arrived in Kobe. During the short while our steamer was in port, I went ashore with him and endeavored to make a brief survey of conditions there. Kobe had not suffered at all from the great earthquake and was able to take over the sudden import and export business which was diverted from Yokohama after the catastrophe. Harbor traffic was taxed to capacity, and cargo shipments mixed up.

I inspected our offices on Kaigan Dori and found them well able to meet the requirements of our Company. Our staff there was very enthusiastic over the Round-the-World service and eagerly questioned me regarding the sailing of the *President Harrison*.

I anticipate, as time goes on, that Kobe will be one of our most important ports of call in the Far East, as the import and export business of Japan has been leaping ahead so fast during the last twenty years that the future is bound to be very bright.

I was interviewed by representatives of various Japanese newspapers and I noticed that their comments were extremely cordial. One of the papers, "The Osaka Mainichi," published quite a long article under my name, which is given in brief extract below:

AMERICA'S ATTITUDE TOWARDS JAPAN

By CAPTAIN ROBERT DOLLAR

"The Great Majority of the American people are decidedly in favor of Peace and bear nothing but goodwill towards Japan. The Yellow Press and our political demagogues who are trying to get votes by abusing the Japanese. They are the ones that are making a great ado and much noise in trying to create ill feeling between the two nations. It is their sayings and doings that are reported in Japan as being the sentiment of the American Nation as a whole. This, however, does not represent the real feelings and sentiment of the American people as a whole.

RECEPTIONS IN SHANGHAI

We were fortunate in reaching the entrance to the river below Shanghai on a favorable tide. We were able to cross the famous Fairy Flats in good time and tie up at our dock early in the day. I was firmly convinced by the size of the

crowd which had turned out to meet us that work in our offices was at a standstill as practically all our Shanghai employees, European and Chinese, were present.

Besides the office staff, a number of Chinese dignitaries, many of whom were very old friends of mine, were present. The American Chamber of Commerce at Shanghai of which Harold is President also had a number of its members on the dock. It was gratifying to know that every one present held high hopes for the future of our Round-the-World service. I was at once bombarded with questions regarding the type of vessels we were placing in our service.

Later in the day I had an opportunity at a dinner given at the Carlton Cafe in my honor, by the American Chamber of Commerce, to tell those interested just what our service would mean to the import and export business of the world and Shanghai in particular.

We remained only a few days in Shanghai before going inland to other cities of importance and I can assure you that during our brief stay in Shanghai I was on the go every minute, and was forced, only because of the limited duration of my visit, to refuse a large portion of the invitations that were showered on me by my friends.

I devoted considerable time to going over in detail with Harold the plans that we had matured in America for the operation of our Round-the-World President Liners. He had been informed by mail what we were undertaking, but there is nothing like a good matter-of-fact talk to help iron out the many rough places which are always bound to occur at the onset of any new venture.

It was interesting upon arriving in Tientsin to find that great improvements had been made in that community during the two years since my last visit.

The European portion of the city of Tientsin is divided into various nationalistic concessions. For many years we have had our lumber yard in the French concession, but with the advancement of Tientsin, this property has become entirely too valuable to use as a lumber yard and we decided that it would be a wise move to sell and transfer our lumber



ENTIRE SAN FRANCISCO OFFICE FORCE ON THE "PRESIDENT HARRISON"

yard to a less valuable piece of land in the Russian concession, as the situation of our property in the French concession makes it ideal for building sites.

In spite of the fact that Tientsin has advanced in the last few years, its progression has been somewhat retarded by the lack of Government funds for the necessary repairs of the railroads which connect this big city with other parts of China. The Central Chinese Government was very willing and anxious to put the railroads in A-1 condition but the constant war and strife of the various surrounding provinces has proven such a heavy drain on the Government funds that the railroads are suffering badly.

While we were in Tientsin the American Association gave a luncheon in my honor and I had the opportunity of telling a large gathering about our new Round-the-World service and also making comment on the growth and progression of China. From Tientsin we went on to Peking.

STAY IN PEKING

Being December, the winter cold was intense and I found it rather difficult to get around in Peking with my usual activity. Although from boyhood, when I worked in the lumber camps of Canada, I had been used to extreme cold, I have come through thirty-six years of residence in California, to more or less resent the wintry blasts, and besides the cold of China is about the coldest cold I have ever encountered. One reason for this, no doubt, is the fact that the houses have to be built for comfort during the summer months as well as the winter ones, and it seemed to me that the architects favored comfort during July far more than they did warmth during December.

However, we had a very pleasant stay in Peking and so many of the big Chinese officials, who live in Peking and who, through years of acquaintance have become close friends of mine, endeavored to the best of their ability to entertain me.

W. W. Yen, who is Minister of Foreign Affairs, gave a very remarkable banquet for me at his home. I use the term re-

markable advisedly because practically every big Chinese Government official was present and every man among them seemed glad of the opportunity of making known his admiration and loyalty to Americans and American enterprise.

Talk during the banquet was naturally about the internal upheaval that was constantly going on in China. Yet no one present seemed to be able to offer a solution for it. In many ways it is rather difficult for people, who are not in very close touch with China to understand the situation. Fighting in China has been going on ever since the establishment of the Republic, thirteen years ago. The worst part of it is that the cause of these hostilities is principally based on the individual desire for power on the part of the various clever and cunning self-styled Chinese Generals.

As long as they fight the various generals or Tuchans are able to exert all sorts of penalties from their less fortunate enemies. It is a case of a "survival of the fittest," "to the victor belong the spoils." I really think that if they would pull up and start doing a little arithmetic, they would find that their fighting is a huge gamble and that in the long run none of them are ahead very much because one year a certain faction of Tuchans are victorious and fill their coffers of their provinces with indemnities from the losers. The following year, or it may be two, three, or five years later, the victorious ones are paying indemnities to their enemies who are now on the top of the heap, and so it goes. In the mean time the public is paying the bills and the country is impoverished.

They feel that if they stop fighting their revenue will cease, which, considering the rather unstable source of this revenue, would not in the long run be a real loss. However, it is easy to give advice and I am afraid I will have to join the vast company of watchful waiters and permit the Chinese to find a solution for their problems unaided.

The Rotary Club of Peking gave me a big luncheon. A very touching tribute was introduced into the gathering by Admiral Tsai Ting Kan, who dedicated the following rather quaint poem which he read at the speakers' table:

“Likee you ‘The Robert Dollar’
Looke strong and sound.
Likee you the ‘Robert Dollar’
Looke strong and sound.
Likee you the ‘Robert Dollar’
Takee you the world around.
Mandarin Yamen all samee,
Lady passenger no makee sick.
Storms ‘The Robert Dollar’ tamee,
Get on board, be quick!”

In the company of my son, Harold, who had accompanied us to Peking, I called on as many prominent men as I could. We were, however, rather pressed for time, as I wished to continue on to Hankow and Nanking before returning to Shanghai.

THE GOVERNOR ENTERTAINS

One of the most pleasant surprises which occurred during our visit in Hankow, was a luncheon given by the American Chamber of Commerce. It caused me genuine surprise to see such a large gathering of Americans in a city situated so far in the interior of China. American business methods have taken a firm hold in China and wherever marked progress has occurred it is safe to assume that Americans were associated with this forward stride.

Among the luncheons and banquets given in my honor which I attended in Hankow, was one of rather a unique interest. Governor Hsiao Yao-nan of Honan and Hupeh Provinces was host to Mrs. Dollar and myself. Upon arriving at his Yamen in Wuchang we found that he had two regiments of soldiers lined up on each side of the road to receive us and the military display was very fine.

When our Hankow Manager learned that I had accepted the invitation he said to me “Surely you are not going there. It had been published in all the papers, both English and Chinese, that you have said the only way to end the Civil

war was to hang all the Tuchuns (Generals), the Governor is one of them. Don't you think that he will make you the first victim? I advise you not to go." I laughed and said I had no fears.

The whole entertainment showed that he could not do enough for us. During the conversation I asked him if he had seen the statement in the papers. He laughed and said that for days he had received dozens of papers, some with head lines that announced Robert Dollar had said all the Tuchuns should be hanged to telegraph poles. I offered to explain, but he interrupted by saying he knew I just said this in fun.

On my arrival from America a dozen reporters gathered around wanting to know what I thought should be done to stop the Civil war. I replied that having only arrived I did not know, but they insisted on an answer and in a joking way I replied, "Hang all the Tuchuns to telegraph poles." This was copied all over China, America, and I learned some papers had published it in England. So one cannot be too careful what they say, even in fun.

After the banquet the Governor walked with us to our carriage. It was a long walk and I asked him to return, but he came all the way, putting us in his best carriage. It made a pleasant evening for us and we came away thinking how few foreigners have the opportunity to see the inner life of the Chinese War Lords.

We stopped over in Wuchang and the Directors of the Y. M. C. A. gave an honorary tiffin for me. Three years ago I donated the money necessary to buy part of the land and erect the building of the Wuchang Y. M. C. A. and the results that have already been achieved by that organization have proved ample compensation for the original sum invested.

At the dedication of this building a Chinese gentleman in addressing the audience turned to me and said: "If you never receive any more benefit from giving this land and buiding, I consider you well repaid, for when the city was sacked and partially burned by the soldiers, I called out to them that this was a Y. M. C. A. building and they passed it by and



J. HAROLD DOLLAR

burned the surrounding buildings. You can see the ashes of the former buildings all around."

He went on to say that the people had confidence that the soldiers would not touch the building and there were several thousand men, women and children in the building and inside the fence walls.

Later I learned that over 400 young men applied to enter the bible class, and it was only possible for them to get teachers for 200 who attended two sessions a week. The number of available young men is the result of a commercial school just across the street, the attendance of which is 1500.

Y. M. C. A. work in China seems to be one of the most successful methods of bringing the younger element of Chinese toward Christianity. When I say this, I do not in any way infer that the work done by the missionaries of China is in any degree less important than that done by the Y. M. C. A., but it does seem that the games, sports, gymnasium and baths prove a great attraction to the younger Chinese element.

It should always be remembered that if it was not for the missionaries who first blazed a trail in China, there would, today, have been no place there for the white business man.

China, today more than ever before, is in need of the healing influence of Christianity. The noble, unselfish efforts of the missionaries should earn the undying gratitude of everyone who is interested in the advancement of China.

A number of years ago when we were in Wuchang, Mrs. Dollar took a great interest in the Blind Girl's School. She did all she could to help them increase the scope of their activities. During our most recent stay in Wuchang she was over-joyed to find that the dozens of little girls who were forced to live sightless lives were being taught useful occupations which would minimize the great handicap under which they lived. Lately we made it possible for them to buy their own lands and buildings.

We made it possible for them to buy a permanent home of their own, removing the necessity of their moving continually as in the past. It was interesting to see and hear some of these girls read the bible, as quickly and as well with their

fingers as we can read with our eyes. They are being taught to work and to assist in earning their own living.

When returning to Shanghai, I stopped over at Wuhu for a brief while to inspect a feather factory which we have in operation there. So far this venture of ours has proven successful. In one of our warehouses over three hundred women were at work preparing feathers for the American market. In all we employ between nine hundred and one thousand people gathering the feathers for this factory and it is surprising the amount of business we are able to do with feathers. Three thousand tons is the average shipment for one year. Our product is principally duck feathers and when you consider the number of feathers necessary to make a pound in weight, three thousand tons means a lot of feathers! Our method of collecting feathers is handled by forty-three different agencies, scattered all over this interior part of China. As the feathers are purchased in small lots they are shipped to Wuhu and there put in condition for the American market.

CHAPTER XII

OUR property and lumber yard at Nanking proved to be in excellent condition. I was very pleased to see what a very fine office we maintained there and that business conditions were encouraging.

I was glad we were able to return to Shanghai in time for the Christmas Holidays as I was very anxious to be present at the annual luncheon that we give all the employees of our Far Eastern offices. The attendance of eighty-four at the luncheon was but another proof of the expansion of our business during the last twenty years.

The first luncheon ever held in Shanghai for our employees occurred twenty years ago and six attended. Gradually, through the years, the number increased until five years ago our Shanghai personnel numbered fifty. The 1923 luncheon was by far the largest and most successful yet given in Shanghai. The enthusiasm and interest everyone present had in our new Round-the-World service was gratifying.

Shanghai has been the distribution center for our lumber imports into China since the very beginning of our trade with that country. We first began our operations there in 1900 in a very modest way. It was only because I had boundless faith in the absorption of a big amount of lumber in China that we worked on beyond the difficult pioneer stage. Little English was spoken in China at that time, as compared with the present day, and white men were regarded with considerable distrust.

The popular view point of the Chinese has undergone a big change in America during the past twenty-five years. The great honesty and straightforwardness of the Chinese business methods have done a lot to build up strong commercial friendship between the two nations.

There is every indication that with the passage of years our

activities will steadily increase. I noticed when in Shanghai that our warehouses were so overcrowded that additional storage space was immediately necessary. Talking things over with our officials, I decided it would be wise to put up another building at once and we agreed upon a structure four hundred and fifty feet long and one hundred feet wide. This new go-down, or storage place, should help relieve the congestion of our wharf and enable us to handle cargo for our clients without confusion.

CHRISTMAS AT THE SCHOOL

The day before Christmas I visited the village school which I had been running for some time on land adjoining our Shanghai lumber yards. I found that the original capacity of the school for sixty pupils was entirely too small and many other children were eager to join the classes. This example of desire for education is a good indication of the new order of things in China.

The children who attended our school come from the poorer working classes. In the majority of cases their parents are unable to read and write. The Chinese teachers in our school do not attempt to instruct the children in English, but confine the studies of their pupils to Chinese. The records show that in four or five months it is possible for the little students to begin reading and writing their language.

The density of the Chinese population and the ignorance of the majority is the result of centuries of custom and tradition. In order to get an idea of what education will do in one generation for the Chinese, one has only to walk down Grant Avenue in San Francisco and see the splendid and up to date manner in which the first generation of American born Chinese conduct their business.

Education made this advancement possible; education produced a desire for improved living conditions. It is, of course, impossible to attempt to teach the entire Chinese race the English language. Contrary to the opinion of some, I hold that it is far better for the average young Chinaman to



SHANGHAI AMERICAN CHAMBER OF COMMERCE DINNER AT CARLTON CAFE.

possess a good public school education, than a college education.

I have often observed that young Chinamen who received higher education become dissatisfied with their lot and lose all sense of proportion regarding work. By that I mean that they acquire a high opinion of themselves and are unable to become useful business men. They think because they know the theory of business that they should not be required to begin their business careers in a minor position. I do not mean by this that I would ever attempt to kill the ambition of any young man, but I do think that in a large number of cases higher education in China for the poorer element of Chinese is not best for their advancement.

In order that better and more practical education in China might in a very small way be helped along, I ordered a new building to be erected in connection with our school at our wharf across the river from Shanghai in order that one hundred and sixty children could be taught. Four teachers are instructing the little ones. For the time being, the school will take care of most of the village children who are in need of education.

A rather amusing thing happened during my visit at the school. Knowing Christmas was the next day, I had asked our manager to buy Christmas gifts for each of the pupils in order that I might play the part of Santa Claus. It was the first time Santa Claus appeared in that part of the country. When the little ones had each been remembered, I started to leave the school, only to find twice as many children gathered outside. Evidently word must have quickly gone round the village for these children had arrived breathless. Fortunately, our manager had expected just such a situation for I found that he had an ample store of gifts so that none of the village children were disappointed.

I found an opportunity to discuss with those in charge of the school the possibility of introducing the new methods of teaching Chinese by the use of a 1000 characters on magic lantern slides. This system was first used in Hankow by the Y. M. C. A. and has proved a great success. About one thou-

sand characters are transcribed onto the lantern slides. When these characters were thrown onto the screen the instructors explained to the pupils just what they meant. I understand it does not take the children more than a few months to learn, in a small way, to read and write these characters.

Such an idea if carried out on a large scale is very good and would mean a complete revision of the old manner of Chinese reading and writing, using several thousand characters, but when you stop to consider the number of dialects throughout China, perhaps the establishment of the Mandarin language would eventually serve to unite China into a closer and more harmonious nation. But railroads and automobile roads are an absolute necessity to make a united China. At present the wheelbarrow roads are so poor that it is difficult to go from one neighborhood to another, hence the reason for so many dialects.

Our Christmas day celebration at the home of my son Harold and his wife was a very enjoyable affair. We had the usual big family dinner and callers dropped in throughout the day.

HONORARY BANQUETS

I received so many invitations to attend various functions given in my honor that it was necessary for me to attend two banquets in one evening. The Chinese General Chamber of Commerce in Shanghai arranged a banquet for me a night or two after Christmas. Fortunately they started this affair at half past five in the evening and I was therefore able to be present and enjoy the company of fifty or more of the most prominent Chinese merchants and bankers of the community until it was necessary for me to go on to the American bankers and merchants dinner which was given in the Astor House at a later hour.

Fong Chu-pa, one of the leaders of the more progressive element of Chinese business men, presided over the banquet. His speech of welcome, which was later reproduced in one of the newspapers, was gracious in the extreme—reading as follows:

"The very fact that you are yourself a merchant and have been at the head of mercantile organizations and the very fact that you have been an indefatigable advocate of foreign trade as a basis of national prosperity and world progress is enough to show how warm and cordial are and will be the relations between Chinese merchants and far-sighted American merchants like your good self. Your personal, friendly intercourse with the Chinese, your great vision of immense developments on the Pacific and above all, your phenomenal rise from a humble beginning to the position of a foremost industrial and commercial leader of the world, your countless philanthropic deeds and your zeal for the cause of education make your personality and achievements a fruitful source of edification and encouragement, not merely for the business men of China, but for all Chinese young men because your successful career has been built upon the solid foundation of high moral principles.

"In conclusion, let me add that as the Chinese merchants had in the past been worthy of the unreserved confidence you had placed in them, so in the future, they will redouble their efforts to render more deserving the high opinion of the Grand Old Man of the Pacific, for was it not you who had this to say of the Chinese some time ago when addressing a meeting of the United States Chamber of Commerce: 'In all our years of trading with the Chinese, involving many millions of dollars, we have never lost a single cent, never had one bad debt!'

"A month and a week from today, we shall have the pleasure of seeing on Shanghai waters the *President Harrison*, the first vessel to carry out your farseeing scheme of Round-the-World trips, and I hope that in the years to come the Chinese will form a high percentage of globetrotters traveling in these vessels of yours. These world tours, now made easier by the facilities which your new service affords, will certainly be a powerful factor in promoting international understanding and good will. As we understand that you are going to give yourself at least another twenty years of active work, we hope you will continue to make frequent trips across the Pacific so

that we may see more of you and profit more by your valuable guidance in our efforts to promote the existing happy commercial relations between the United States and China.

"We wish you, Captain Dollar, every success and happiness and we wish all your undertakings an unlimited degree of prosperity; and in token of these wishes we raise our cups and drink to your health and longevity."

Though many of my Chinese friends present at the dinner had a good knowledge of English, the speech given above was made in Chinese and had to be translated.

Y. M. C. A. LUNCHEON

I had an excellent opportunity to acquaint myself fully with all the details regarding the great progress made in recent years by the Shanghai Y. M. C. A., when Mrs. Dollar and I were entertained at a luncheon at the home of the great Chinese merchant's wife, Mrs. Oben. Among the thirty guests present were the Directors of the Association and their wives. Several members of the National Staff of the Y. M. C. A. were also able to be with us and at the conclusion of tiffin a general discussion of the affairs of the Association was entered into for plans for branches in Frenchtown and Pootung.

The rapidity with which the various Y. M. C. A. buildings became overcrowded was simply amazing. I remember in 1907 when the "Y" building on Szechuen Road, Shanghai, was being completed, I was of the opinion then that it would provide ample accommodation for many years, Yet, in less than five years it was overcrowded and additional buildings had to be erected.

Later in the afternoon I addressed four hundred young Chinese at the Y. M. C. A. All these young men understood English, and they were as alert and progressive a body as I have ever talked to. In direct contrast to the address I made before the Y. M. C. A. body, was a speech I delivered to six hundred students at the Commercial School.

Sir Robert Hotung, of Hong Kong, also gave a short talk



GENERAL HSIAO YAO-NAN, GOVERNOR OF HONAN AND HUPEH PROVINCES
IN CHINA

during the meeting. All my remarks had to be translated as but a small number of students understood English. Sir Robert made his address in the Canton Dialect. Everything he said had to be translated into Mandarin, the more or less universal language of China.

This is but one instance of the great drawback to rapid progress that the numerous dialects of China cause. Every province has its distinctive language or dialect, which in no way relates to the language spoken possibly not more than a few miles distant, which results oftentimes in grave misunderstandings, and is a serious barrier to the progress of China. One real good thing in this connection is that the characters are the same, no matter what dialect is used. The same is true, to a great extent, of the characters used in Japan; they being about the same as the Chinese.

YANGTZE RIVER STEAMERS

I had an opportunity before leaving Shanghai to inspect two of our upper river steamers, which were laid up for the winter on account of the low water in the gorges of the upper Yangtze. I knew that these vessels had oftentimes been compelled to stand up against the attacks of unfriendly soldiers.

I was surprised to see how badly the armor plate of these vessels was peppered with bullet marks. The wise precaution of fitting these steamers up with armor plate has prevented many serious casualties.

In looking over these two steamers there was hardly a section of the super structure that did not have bullet holes. Fortunately all this trouble is a thing of the past on the Upper Yangtze River and I hope this condition will continue. For a change we have been having lots of fighting on the lower river in the vicinity of Shanghai. Apparently this has also come to an end. Now we still have the fighting going on in North China between Wu Pei Fu and Chang Tso Lig. We are get-

ting tired of this continual fighting as it has been going on in one place or another for the past dozen years.

We are determined to carry on our river trade. Although several times when the fighting has grown bad in the upper reaches of the river we were about compelled to give it up, but the American Navy placed Marines on our steamers with machine guns. This official action prevented us from discontinuing the service.

There is no use trying to argue with the various leaders of the insurgent armies as they make their living out of the money they can extract from the dear public. We think it wiser to stick to the middle course, and, after taking all precautions necessary for the safety of our employees, continue running our river steamers on a regular schedule under the protection of our Navy. I had an amusing correspondence with the Chinese Minister of Foreign Affairs. When I arrived in Ichang a couple of years ago most of the city had been sacked and burned and the contents of our office had been totally destroyed for the second time in six months. I wrote the Chinese Minister of Foreign Affairs, telling him all the details and asking if he did not think twice in six months was too often. He replied in the same friendly strain that he had carefully read over my letter and agreed with every word of it; that twice a year was too often for this to happen and that in future he would endeavor to see that it only occurred once a year.

I had a splendid opportunity to fully explain to a large gathering of Chinese lumber dealers our methods of lumbering on the Pacific Coast. These lumber dealers honored me with a dinner during my stay in Shanghai. The affair proved to be of mutual interest and we had a pleasant evening.

AMERICAN SCHOOL OPENED

A long felt want has been filled by the building of the American school in Shanghai. Due to the fact that there are such a large number of Americans continuously resident in China, the matter of proper education for their children has

been one of the principal needs of the community. The need of education usually forced the parents to send their children to America and in this way many families were divided, which was bad. With the opening of the new school it will no longer be necessary for parents to send their boys and girls to America.

My son Harold, who himself is the father of three children who are now of school age, was one of the active members of the group which made the school possible.

I was asked to make the official dedicatory address and I might say that because education is, to my way of thinking, the most important asset any boy or girl can have, I made the following remarks with great earnestness:

"The American community of Shanghai should be congratulated on this fine large ground and the substantial buildings. It is a great credit to the community and to the American people. An American school in Shanghai is a necessity. American interests have grown to such proportions that the community must be served by educational advantages. The building of this school keeps many families together that otherwise would have to be separated in order that the children might return home for an education.

"I am greatly surprised at the number of students, I had no idea that there were so many in Shanghai. This building is for the future, not only for these children but for those to come afterwards. To those who furnished the money for this splendid school, I say all honor to you. With the growth of trade and American participation in that trade this building was needed badly.

"It is difficult to foresee the great future of this city located as it is on the Yangtze River, in whose valley are one-eighth of the world now living, and who have just begun to participate in foreign trade and foreign commerce.

"Americans are far more interested now in China than they have been in the past, hence the great growth that has taken place. The Missionaries have paved the way and it is now open for the merchants to follow. Outside of United States territory, Shanghai has the greatest American community,

it is increasing very fast with good men and it is of vital importance that the school be established as it will aid in getting Americans to remain permanently in China, which is of great necessity if we are going to hold our own.

"Let us then dedicate this building first to the service of God and as an auxiliary to Christianity. The foundation is then on solid rock. I hope that the dignity of labor will be taught and each pupil will gain some thought for usefulness while within its walls.

"While we are busy with providing things for ourselves, we must remember that we are doing business in a foreign country, and that country belongs to others, and we should all strive to get the good will and friendship of the Chinese.

"Therefore, it is my great privilege, in behalf of the donors and friends of this school, to dedicate its buildings to teach the blessing and benefit of Christianity, the dignity of labor and to serve as a bond of community fellowship and to promote international peace and good will."



ONE OF THE MANY CLASSES OF PUPILS IN THE DOLLAR SCHOOL.

CHAPTER XIII

OUR party left Shanghai for Hong Kong and Manila on the *President Madison*. Harold accompanied us as far as Manila. We were busy during the voyage going over the final plans for our Round-the-World service. While our ship was in port at Hong Kong we were entertained by many of the prominent American and British business men of the community.

A large tiffin was given in my honor in the Hong Kong Hotel, and it proved to be a most cordial affair. Everyone showed great interest in our Round-the-World service, and I might say I was glad of having this opportunity of telling such a representative gathering our future plans of operation.

Hong Kong, while geographically and commercially entirely different from Shanghai, is a fine city. There are comparatively few Americans in Hong Kong. Shanghai, on the other hand, has a very large American population and business in that community is conducted more or less along American lines; whereas in Hong Kong the British are in control and a decidedly Old World way of doing things prevails.

The Harbor at Hong Kong is decidedly more picturesque than the river which provides Shanghai's access to the sea.

A WEEK IN MANILA

We arrived in the morning and at noon a great luncheon was given me in the great dining room of the Manila hotel which was full to overflowing. Governor Wood, officials and the merchants were present in large numbers.

We remained for a week in Manila and I had a good opportunity to carefully check up on all the facilities of that port for our Round-the-World steamers. Manila has always im-

pressed me as being one of the most unique cities in the world. Situated as it is in the heart of the Far East, it is neither East nor West. In fact there are times when no imagination at all is necessary to make the visitor feel that he is in Spain, then, the turning of a corner will bring him into a noisy Oriental bazaar.

I have over the space of a good many years watched the progress of the Philippines as a whole and Manila in particular. I find that the Islands have more than justified my early predictions regarding their growth and prosperity. Manila, too, is taking her place as a port of great importance in the world's commerce.

While in Manila I called upon Governor General Leonard Wood and was intensely interested and enjoyed the talk I had with him. General Wood, to my way of thinking, has a perfect understanding of conditions in the Philippines. In conversing with me he made plain that he was trying to govern the Philippines in a manner that would help everybody.

General Wood told me he was actively interested in the construction of good roads in the Philippines as he felt modern motor transportation in the Islands would eventually prove commercially profitable. He told me that a number of companies were able to operate fleets of motor trucks, where the roads were passable, into the outlying districts and return with all sorts of exportable products.

General Wood was enthusiastic over our Round-the-World service and told me we could count at all times upon his entire co-operation.

The Manila "Times" printed the following editorial:

OPTIMISM

Manila Times—January 11, 1924.

"Some one has said that a pessimist is a person who has lived for some time with an optimist. While chronic optimism doubtless leads sensible people at times into the throes of despair, yet it would be futile to deny that there are times

when the assumption of anything but a rosy outlook on the future is unjustifiable. We seem to have arrived at a juncture of affairs in the Philippines which gives ample ground for a most favorable outlook.

"Last Wednesday several speakers at the luncheon of the American Chamber of Commerce, including Governor General Wood, gave evidence that fundamental economic conditions in the Islands are sound and that every indication pointed to a most happy and prosperous future for the Islands. The Governor General in particular was very optimistic, and he supported his viewpoint with facts and figures.

"That grand old man of the American shipping world, Robert Dollar, at the Rotary Club meeting yesterday expressed his unbounded faith in a brilliant future for these Islands and the entire Far East, which he said was rapidly becoming the premier trade field of the world. Although eighty years old, he expects to live to see the day when this prediction will be realized and Manila will have become the big American trade center of this part of the globe. Captain Dollar is a man whose words on this subject must be taken seriously.

"Politically, things are also moving toward satisfactory eventualities. Governor General Wood at the American Chamber of Commerce meeting above referred to intimated that an understanding between the executive and legislative branches of the government was in the process of realization. Newspaper reports state that the Governor General is scheduled to address the gathering of 5,000 or more Filipino veterans of the Revolution to be held at Malolos, Bulacan, during this month. The Philippine Senate has adopted the Chief Executive's budget with the exception of a few inconspicuous items. In the United States, the independence agitators have been reduced to the expedient of seeking the support of the radical elements in Congress, evidently a sign that they cannot obtain a satisfactory hearing from the big American parties. This would seem to spell an indefinite postponement of independence, which constitutes an excellent augury for the recognition of the fact that a territorial

government exists here which needs only amendment to operate effectively.

"All in all, events are shaping up in such a way as to afford satisfaction and gratification to those who have had misgivings as to the economic and political future of the Philippines. The Manila Times believes that, judging from all signs, a satisfactory settlement of the Philippine question will be arrived at within a year and that within this period the Islands will have embarked upon what will prove to be the most progressive and most prosperous period of Philippine history."

Before leaving Manila for Java I personally saw to it that all arrangements were completed for the reception of the *President Harrison* in Manila. Docking facilities in Manila are modern and there is always a large freight movement from that port so I did not anticipate that we would encounter any difficulties upon the arrival of the *President Harrison*.

I felt business conditions in the Philippines were bright and though the sugar men were not disposing of their product, due, no doubt, to the fact that they anticipated a rise in prices. The general tone of the export market was brisk.

I was entertained by various clubs and organizations while in Manila and in reviewing my stay there, I can only say that everyone seemed to do their best to make my visit enjoyable.

CONDITIONS IN JAVA

Mrs. Dollar and I arrived in Batavia late in January. Java was, of course, a great contrast after Manila. I was anxious to make a thorough survey of conditions throughout the Dutch possessions in order to arrange the future routing of our steamers.

The harbor of Batavia is located at Tanjong Pryock, a small settlement located by the sea about six miles distant from the city. The erection of a large sea-wall has made the harbor possible and, while several modern piers have been built, the general practice of regular steamers is to lie at one



SIR ROBERT HOTUNG OF HONGKONG

of the buoys inside the breakwater and there lighter their cargo.

I was interested to note that the kind of canals they have in Holland have been built by the Dutch in Batavia. These canals make it possible for the big teak lighters to conveniently discharge their cargo in most any part of the city.

The new foreign residential section of Batavia has been recently opened up. Locally it is known as Weltevreden. I doubt if anywhere else in the world you will find more unique street cars than those which are to be seen on the streets of Weltevreden and Batavia. A street car is a street car, but when it is pulled by a locomotive without any fire under the boiler, it is at once placed into the class of the unique. Upon inquiry I found that the locomotive boilers are filled with steam from a stationary boiler every time the train reaches the end of the line.

This method of steam operation came as a distinct surprise to me as I had no idea that it was possible to keep steam up in this manner.

As is my usual custom, I called upon as many business men as I could during our stay in Batavia. I visited our steamer the *M. S. Dollar*, which was discharging and loading cargo at Tanjong Pryock and was pleased to find that this vessel was carrying a good cargo.

In order to visit Samarang and Sourabaya it was necessary for us to make the journey across country by rail. I found the railroads modern and up-to-date and our entire journey of four hundred miles was made in very good running time. No sleeping accommodation is provided on the trains and we stopped over night at Cheribon, one of the smaller port cities, located along the railroad line.

Situated in the heart of a very rich agricultural district with both rail and water transportation at hand, Cheribon gives every indication of some day becoming a city of great importance in Java. At the present time, even though Cheribon is an open port, cargo shipments are rather restricted. In the vicinity of this city there are large sugar cane estates and also big coffee and kapock plantations. Due to the fact

that kapock trees average about fifty feet in height, with limbs which resemble nothing so much as the yards of a square-rigged sailing vessel, it is possible to plant coffee plants under them. It was also interesting to note the teak forests during my rail journey. These forests had been planted years ago and are now nearly full grown and ready to cut for lumber.

Road building has not been neglected in Java. The highways are good and reflect modern progression. The majority of roads are well shaded by tall lines of trees which have been planted on each side.

In Java, as elsewhere in the Orient, the older and cruder methods of distribution still survive, and buffalo carts crawling along convey most of the products to the big distribution centers.

Many one horse carts and some of the old fashioned victorias are still in use, even though high powered automobiles can be had.

PORT OF SAMARANG

I found Samarang a very attractive city with an excellent suburban residential section located in the hills. Rapid automobile travel has made this suburb accessible to the business district in about twenty minutes' time. Samarang is an agricultural distribution center and manufactures nothing of exportable value.

Arriving there, as I did in the early part of February, I found shipping conditions very dull. This, I understand, occurs every year during the months of February and March, as the sugar harvesting commences the first of May and ends the last of September. Coffee and kapock exports also suffer a deflation during February and March from that port.

Steamers calling at Samarang are forced to lie at anchorage from two and one-half to three miles out. At that distance there is over five fathoms of water. A breakwater has been built to protect the lighters, and canals ten or more feet deep

have been dredged in the city proper. The wharves and godowns are built along one side of the canals, and the facilities at hand for their method of handling cargo are as good as can be had.

Great expense would be necessary to make Samarang into a steamer harbor and shipments at the present time do not seem to warrant such an expenditure. I do not doubt though that at some future time Samarang will be given a harbor as there is every indication of a steady export growth.

On the small island of Java live over thirty million people. I doubt if anywhere else in the world does such dense population exist. I understand that statistics have shown that there are six hundred and seventy-two inhabitants to the square mile. When one considers that a lot of the island is very mountainous and volcanic, the population of the lowlands can be likened to a huge human beehive.

The Dutch have proven wonderful settlers as the great advancement of Java attests. The majority of the Javanese belong to the Malayan race and are not what one would exactly call an energetic people. No doubt the climate is the cause of this as it is very hot there. All the natives, however, seem happy and contented. They require very little of this world's goods to sustain them. The clothing for both men and women consist of a short, little jacket and a yard and one-half of brightly stenciled material which is known as a sarong. They wind the sarong around the lower portion of their bodies and secure it tightly around the waist. Shoes have not yet been adopted by the natives, but occasionally they are seen abroad walking under the protection of an umbrella. Curry and rice form the principal staples of their menu so it can be readily seen that daily existence for the natives of Java is a very simple matter.

SOURABAYA EXPORTS

Due to the fact that we had to wait for a steamer to go to Singapore, we remained in Sourabaya five days and consequently I was able to make a pretty thorough survey of the

port. Twenty-two years had elapsed since I had last been in Sourabaya so, of course, the city had undergone big changes; in fact it was difficult to recognize it as the same city I had visited.

Upon the occasion of my previous visit ships were compelled to lay at anchor between the Island of Madoera and the mouth of the river and the cargo was handled by lighters. At that time the godowns were situated on the left side of the river, the other side being a big swamp. The years have changed things and the inner harbor of Sourabaya now has every facility for the handling of large ocean steamers. In former years the entrance to the harbor was from the east, but the entrance has now been changed and all vessels use the western portal.

While in Sourabaya I made a number of calls upon the prominent men of the community and found a ready spirit of co-operation. According to the American Consul in Sourabaya there are only fourteen Americans resident in his district, which to my way of thinking is rather unfortunate.

The United States absorbs a goodly portion of their products as the following table of Java's principal exports for 1922 show. One thousand nine hundred and twenty-eight tons of sugar were exported to the United States. The *Robert Dollar* carried the entire shipment.

Sugar	1,841,714	tons				
Copra	102,452	"	None	went	to	the United States
Tea	64,140	"	2,342	tons	went	to the United States
Rubber	35,162	"	18,887	"	"	"
Tin	13,550	"	6,929	"	"	"
Kapock	11,732	"	7,071	"	"	"
Tapioca	64,140	"	30,354	"	"	"

I think the hotels of Java are about the most unique I have found anywhere, both from the standpoint of service and design. The main hotel buildings, which are used by the guests as a gathering place, are set back about one hundred feet from the street, enjoying the shade of large trees. The sleeping quarters are in separate two-story buildings which have been erected parallel with each side of the main build-



RICE CULTIVATION IN JAVA

Photo by Garret

ings, the whole forming a big "H." Forty feet or more separate these buildings from the central unit in order that the air may not be shut off. The little plaza in front of the main buildings is paved with marble, and tables and chairs help to make the place comfortable. Instead of windows, each bedroom has screen doors which helps the circulation of air. A good sized private sitting room adjoins each bedroom. I found the food good; but upon retiring I discovered that the hotel keepers do not provide bed clothes for their guests as they feel that the pillows and sheet which covers the mattress are all travelers require in that climate.

The officials of the Amsterdam-Batavia Hamdelvs Company were kind enough to see that I was given an opportunity to inspect their large kapock presses and godowns. I was first taken to a nearby plantation and shown the simple method employed for the harvesting of the big kapock pods. These pods, which are about the size and color of a large banana, are detached from the trees with bamboo poles. The pods are then turned over to women who open them and sort them into first and second quality. These women are paid fifteen cents gold a day for their work. In Java that is considered a good wage. Over 300 were employed in this plant.

After the kapock has been graded it is placed on a big tray and covered with wire netting as it is so light and fluffy that the merest breath of air would carry it away. After it has been dried for a time, it is sent to the presses and made ready for shipment. In the first press the kapock is pressed down until it is twelve of fourteen feet in the press. Another press compresses it until the bale is about six feet thick. It is then put through two additional presses which constrict it to about three times the measurement of a cubic ton.

It was explained to me that it was possible to press kapock much tighter than this, but when such a course is adopted the product fails to regain its former elasticity and flossiness when released from the bales at its destination. The compressing is done to save ocean freight.

Kapock is harvested from November until April and the average yield per acre for a grove of these trees is estimated

at about \$50.00. Each year a tree will produce from ten to seventy pounds of kapock and the current quotation for exporting kapock at that time was \$32.90 per pickul (136 pounds). So although the profit of \$50.00 per tree seemed a very large yield to me, the trees undoubtedly produced this amount of kapock.

The best quality of kapock, I understand, comes from the district around Samarang and that port tops the list with the export of this product.

I was interested in the teak wood market and visited several lumber yards in Sourabaya. The Government order, which formerly prohibited exportation of teak wood from Java, has been rescinded and it is now possible to consider the purchase of this lumber for foreign use. With view to possibly buying some of this lumber to sell in our lumber yards in China, I paid especial attention to the size of the logs available and I was pleased to find that forty foot logs were to be had in abundant quantities. Some of those logs measured forty inches in diameter and were perfectly sound and free from defects, all of which means that the teak wood market of Java is deserving of consideration.

We made the crossing from Samarang to Singapore, calling at Batavia, on the small Dutch vessel in about thirty-six hours' time. The trip was extremely pleasant, and I carried away with me a very fine impression of Java, especially taking into consideration of the great improvements that have been carried out since my last visit, 22 years ago.

CHAPTER XIV

SINGAPORE, in common with the majority of cities I visited in the Far East, has made rapid building strides during the last few years. The housing shortage was felt as keenly in the Far East during the war as anywhere else in the world, but homes and buildings are now being erected.

The city of Singapore is situated on an Island and during the last few years a fine causeway has been built across the Straits of Johore. During my stay in Singapore I drove out and inspected this successful piece of engineering. In order that certain vessels may pass through the Straits, a bascule bridge was constructed in the center of the causeway. Vehicle traffic is taken care of on either side of the double railroad tracks. When I was in Singapore in 1921 we were furnishing the timber for the causeway, so I felt that I really had quite a personal interest in seeing how it turned out.

There are quite a number of Americans living in Singapore. Over seventy of the leading American and British business men of the city gave me a banquet. The American Consul presided and during the evening asked me to give a short talk. I afterwards heard from various sources that my remarks had caused much favorable comment and I was, indeed, very glad to have had the opportunity of addressing such a representative gathering.

I was extremely sorry that the luncheon invitation extended to me by the Governor failed to reach me until too late in the day for me to accept. Due to the fact that the British Squadron was due to arrive the following day, this was the only opportunity open for me to have a talk with the Governor.

The post war slump which hit Singapore so badly was about overcome. Rubber has always been considered the basis of Singapore's prosperity. The big tin mines in the Federated

Malay States also contribute their share to export. During the war when both these products were in great demand business boomed. When the war was over Singapore suffered badly. I imagine a good many of the large firms have learned their lesson and will cease depending entirely upon one or two products for success. It is very unwise for any country to depend entirely upon one commodity, because if world conditions cause a big depression in the price of this product, business on a whole is bound to suffer as was the case in Singapore when the planters thought that there would never be an end to the prosperity of rubber.

I devoted several visits to making all arrangements with the harbor officials for the arrival of the *President Harrison*. Everyone seemed keen that our Round-the-World service would include Singapore in its ports of call, and I met with ready co-operation everywhere. The docks in Singapore are big and modern, but not as well patronized as they should be because the charges are very high. Most companies find it cheaper to receive their cargo in the outer harbor where vessels lie to anchorage. On inward cargo, however, it is best to use the wharves because by the time the lighterage and the delivery of the cargo into the godowns, as well as a certain amount of loss from breakage is paid, no particular saving can be effected.

At the time of my visit in Singapore it seemed entirely possible that the British Government would construct a fine Naval Base on the back of the Island, but recent developments through the Labor party have shown that Parliament decided not to go on with this necessary and important work. However, I feel certain that the British will eventually construct this Naval Base as they certainly intend to safeguard their prestige in the Far East, and Singapore is, more or less, a key port to China, the same as Panama is on this side of the Pacific. The site selected for the Naval Base is ideal and if the plans are ever carried out it will be one of the finest Naval Bases in the world.

Panama is the eastern gateway to the commerce of the great Pacific Ocean and Singapore is the western portal.



SINGAPORE HARBOR WITH LANDING JETTY IN FOREGROUND

Both of these strategic points are under the control of English speaking nations and it is of the utmost importance to the English speaking people of the world that both Panama and Singapore shall be retained and maintained for all time to come by those who are now in possession.

Very deep water is available which would permit the easy entrance of ships of big draft, and the site can be well protected against the attack of enemy fleets of either battleships or aeroplanes.

Holidays throughout the Orient occur with startling frequency. I am of the opinion that Singapore has more holidays than any other city in the world. I arrived in Singapore on Monday and found business being conducted as usual. Tuesday and Wednesday, however, I found all offices shut tight in order that the native employees might indulge in some religious festival. All business was suspended on Saturday noon sharp and remained so over the week end. Upon the occasion of which I make mention the week end extended to Tuesday, as it turned out that Monday was some holiday.

So far our ships have not encountered much delay, but I do not doubt that eventually our luck will turn and we will be forced to hold up our sailing dates on account of holidays.

I made an unusually large number of calls while in Singapore. In checking over my list I find that I had the pleasure of making fifty-four of these visits to merchants, bankers and to our competitors.

To show what good comes out of my visits to big merchants, I will relate an incident which occurred while I was in Singapore. When I called upon one of the prominent business men of that city he remarked that he was glad to see me again and recalled another visit I had made two years before. He mentioned that at the time of my first visit I had said that I had simply come to pay my respects. In order to do so I had climbed up three long flights of stairs and upon the occasion of my second visit this gentleman seemed quite surprised to see me. He inquired my age and when he learned that I was eighty years old, he expressed even greater surprise and said even though my first visit had not resulted in

a single ton of freight being diverted to our Line, he would hereafter see that we got our share of his freight business.

Stick-to-itiveness is an invaluable asset in business and the incident I have just related shows that results can be achieved even if you have to climb up three flights of stairs. In my opinion, the man who sits in the office taking things easy never gets ahead in this world.

In order that I might have an opportunity to remain at least two days in Colombo, I was unable to join the *President Harrison* in Singapore. I would very much liked to have continued my journey on this first Round-the-World Liner of ours, but I knew she would remain only one day in Colombo, which would not give me sufficient time to attend to my affairs there.

We took passage on a small French steamer. This was the fifth ship we had traveled on since leaving Seattle and each of the five vessels had been of a different nationality, namely American, Chinese, British, Dutch and French. I was glad that we had this opportunity of acquainting ourselves with the different types of service on the various vessels as it was my desire to get all the pointers I could in order that we might provide the very best service and food on our Round-the-World Liners.

From Singapore we went to Penang, a busy little port on the Malay Peninsula. Tin and rubber are shipped from there in large quantities. Cargo steamers, and some passenger steamers, anchor inside the harbor as there is only limited wharf accommodation. The facilities for handling cargo are very good and it is possible to enter the harbor at any stage of the tide, if the ship is not too deeply laden. There is a very fine residential section just outside of the city. My time was short but I managed to call on several of our friends.

We made the run from Penang to Colombo in good time and I was able to spend four days in the latter port before continuing on to Egypt.

COLOMBO AND CEYLON

The harbor of Colombo is very small when one considers the big lot of tonnage which yearly passes through its breakwaters. Due to its geographical situation, Colombo is the hub for all Far Eastern steamers as well as those on the Australian run. Vessels using the port tie up at buoys fairly close to shore. Oftentimes, due to the crowded condition of the harbor, two ships are made fast to the same buoy, bow and stern, and when this occurs I noticed that the taut lines lifted the buoys clear of the water, but even so, it seems to be a thoroughly satisfactory method of mooring.

Only ships having cargo for the railroad go alongside the docks. The water, however, in the harbor is a good depth, having practically a draft of forty feet or over and the rise of tide is only two feet.

They have a good system of landing passengers on fast steam tenders. There are also smaller gasoline craft of this type, which make rapid time between the ships and the landing jetty. The lighterage service for cargoes is dependable. In fact, I think the whole operation of the port of Colombo is most commendable.

The city itself borders directly on the harbor. The city has several good hotels and the general atmosphere of Colombo is as sunny as the weather.

Even though the Island of Ceylon is close to India, the native Singalese of Ceylon are a distinct race. They belong to the Buddhist religion, and during our stay in Colombo I had an opportunity to visit several of their beautiful temples. The Singalese men wear their long hair twisted in a knot on the top of their heads. This knot is held up by a half moon shaped tortoise shell comb. They wear a jacket and skirt-like garment instead of trousers, which is very much like the sarong worn in Java and Malay.

With the exception of the coolie women who do hard manual labor, one never sees a Singalese woman as their religious traditions long ago started the harem system. I consider this

situation most unfortunate as it is very difficult for a native race to progress if the women are kept in seclusion and not permitted to advance with their men folk.

We were able to take the sixty mile motor trip to Kandy before leaving Colombo. Kandy is a resort situated at an altitude of 1500 feet and consequently enjoys a cool climate. The road leading to Kandy passes through big tea estates. We were able to stop over at one of these plantations and observe the method used in Ceylon for drying tea. Frankly, I was surprised to find that modern machinery had been installed for the drying, rolling and sorting of the tea leaves.

In China and Japan, tea leaves are usually dried in the sun. The rolling process is done entirely by hand and the tea is then baked on braziers over small charcoal fires. The grading of the tea is also done by hand in those countries.

The Ceylon tea planters have huge revolving drums which roll and dry the tea at the same time. Automatic shaking machines attend to the assorting of the leaves and the only work that is done by hand is the packing of this product in big tin foil lined cases. This modern process requires the employment of comparatively few people as against the old time method. There is no seasonal time for picking tea in Ceylon, whereas in China and Japan it is only possible to harvest tea from May until August.

Although there are good roads in Ceylon, the natives still cling to the old bullock and buffalo cart mode of transportation. These slow animals draw big loads on two-wheel carts, which are covered with matting made of leaves. Their appearance is very much like the American covered wagons of a century ago, only the carts of Ceylon have but two wheels, whereas the American ones had four wheels.

It was noticeable that during our entire trip to and from Kandy no horses were observed, although there were some automobiles. I was rather amused upon observing the odd looking, light carts the natives use for both business and pleasure, drawn by an ox or a cow. They trot along at a fair gait. Then there was the modern up-to-date automobiles a



LIGHTHOUSE IN THE CENTER OF BUSINESS SECTION OF COLOMBO



ELEPHANTS IN THE RIVER KANDY

contrast from the very oldest to the most modern means of transportation.

The Buddhist "Temple of the Tooth" at Kandy is a very excellent example of the fineness of the ancient architecture of the Singalese people. This Temple rises from the shores of a beautiful mountain lake and is very beautiful.

The old Palace, used for hundreds of years by the kings of that district of Ceylon, has been converted into a remarkable trade school, where boys and young men are taught to make articles out of brass. It seems that in Ceylon, as is the case elsewhere in the world, skilled craftsmen are becoming rare. The Government, in an effort to preserve the art of brass work, founded the school which I visited and judging from many of the results on exhibition there is not much chance of Ceylon losing its brass craftsmen during this generation.

I noticed that the stone steps and floors of the Palace showed marked evidence of wear. The hollows on the steps and the uneven depressions on the floor must have been brought about by countless thousands of pairs of bare feet during the centuries.

During the return journey from Kandy we were passing over a bridge of one of the beautiful shallow rivers which winds through the country, when I observed some elephants bathing. We stopped, and the mahouts, or drivers, were as pleased as children at having an opportunity to put their big charges through their paces. In obedience to the spoken command of his mahout, one of the elephants, at least twelve feet high threw up his trunk and let out the most unearthly roar I have ever heard. Four of these beasts were then lined up and a quartet of roars greeted us. The mahouts ordered the elephants to fill their trunks full of water. When they squirted the water out it just looked like four lines of hose at fire drill. Elephants can be well drilled to do all kinds of stunts. I have seen them elsewhere piling up big logs of wood as neatly and well as men could do it.

We also passed hundreds of acres of rice paddies and I learned that, due to the even year round climate, rice is grown all the time. We also saw a lot of cocoanut trees. It

is surprising to me that with this the case that more cocoanut oil and copra is not exported from Colombo.

The vegetation of Ceylon is distinctly tropical and many unusual varieties of trees and shrubs were growing along the roadside. The most peculiar kind of tree I had opportunity to observe was the "Jack Fruit," "Jack Fruit" trees grow real tall and their leaves are nothing out of the ordinary, but the fruit, which gives the tree its name, grows out of the trunk. It was very strange to see those trees bearing fruit about the size of pumpkins. I understand the natives are very fond of "Jack Fruit."

CEYLON SCHOOLS

I found that the education of the Singalese children is being supervised in a careful manner. On the Kandy Road we passed a number of native schools and saw hundreds of scholars. The school buildings are nothing more than a row of posts topped by a thatched roof, which protects the concrete floor beneath from the sun. This type of building keeps the children out of the sun but does not stop the circulation of air.

The lowlands of Ceylon are hot the year round, and even during the rainy season, which extends from June until September, there is no let-up in the heat. This makes it very hard for white people.

I would liked to have remained in Colombo for a longer period because I felt it was not alone a pleasant place but that there was a lot of business to be gotten there. I made a number of business calls and found that a congenial atmosphere prevailed toward our Round-the-World service.

Time and tradition seem to have brought about a rather drawn-out method of securing cargo in Colombo. Ship owners are not permitted to go out and solicit freight. All shipments must be engaged through brokers and my personal observation led me to believe that the brokers have things pretty much their own way. However, I suppose their method of getting business is productive of the best results in that port so we will not attempt to personally secure freight.

The *President Harrison* arrived in Colombo on time. Among her passengers was a big delegation of San Francisco Chamber of Commerce members who were making the Round-the-World trip in the interest of boosting trade conditions. I learned from various delegates that they had been well received in every port of call and that they anticipated a substantial increase in international trade as a result of their tour. This has already produced results both in passengers and freight.

COLOMBO TO SUEZ VOYAGE

The trip between Colombo and Suez was uneventful. I had, however, plenty of opportunity to inspect all the departments of the *President Harrison* and see just how she was running. In accordance with our original plans of operation, the *President Harrison* was going around the world on a strict time-table sailing schedule; that is, she was due in and out of each of the twenty-one ports on a certain day, at a certain hour. I am pleased to state that this fine vessel was on time to the second to and from every port of call. Since then she has completed three round trips and is now on her fourth trip around the world. Since then our other Round-the-World Liners have made the same record and I feel that we are building up a good, dependable service.

VISIT IN CAIRO

Although it was my original intention to remain on the *President Harrison* on her voyage through the Suez Canal, I changed my plans when I got an invitation from Dr. Howell, American Minister in Egypt, to go to a luncheon at Cairo which he was giving in my honor in order that I might meet the leading men of Egypt.

We went by automobile from Suez to Cairo and although the road was badly in need of repair, due no doubt to years of military occupation, the driver kept up a fast pace throughout the trip. We made the trip in less than four hours.

The luncheon proved to be a very fine affair. My host had succeeded in having practically all the leaders of the Government and the principal merchants and educators present. It was quite a treat to meet them and it was fine to hear what they had to say about their friendship for America and Americans.

I am of the opinion that if our American merchants adopt the right tactics a really good trade can be developed with Egypt. At the present time, however, American merchants and bankers are only conspicuous by their absence, but at every turn we met American tourists in droves. The tourist element spend a lot of money in Egypt each year and are consequently very welcome.

A big reception followed the luncheon and we did not get through until a late hour.

I did not intend to miss the pleasure of seeing the Pyramids and because I had definitely decided to go to Alexandria the next morning it was necessary for me to see the Pyramids before nightfall or not at all.

Our party drove out across the desert and reached the Pyramids and the Sphinx just as dusk was coming on. It was certainly a great sight to see them but I was rather surprised to find that street cars ran out from Cairo to the spot. Some people go out on camels so as to get the real atmosphere but I preferred an automobile. We did not have much time to look at the Pyramids as it was dark before we knew it.

The size and construction of those ancient monuments I think contain a great lesson for the people of this age. We are so proud of the things we build nowadays, but when I stood there and looked at those big tombs, thousands of years old and saw that they were as intact today as when they were built over five thousand years ago I thought we could learn a whole lot.

It is remarkable to know that those great big stones were chiseled out by hand, moved hundreds of miles from the quarries and then put into place by human strength. The artisans of those days fitted them so they would stand all the elements through the centuries and we should realize in

the construction of those wonderful Pryamids those ancient architects solved problems which we, today, with all out mechanical strength would be baffled with. They are certainly well worth visiting.

The world is producing and doing great things today. Modern architecture, especially in America where we have the giant skyscrapers, is certainly a wonderful contribution to the mechanical ability of this age. However, I cannot help wondering if these big buildings will last five or six thousand years like the Pyramids.

DEPARTURE FROM ALEXANDRIA

We arrived at Alexandria by noon of the following day having made the hundred and fifty mile railroad journey from Cairo in exactly three hours, which shows that the Egyptian railroads have an excellent service. This rail journey was interesting as it took us through the Valley of the Nile, which is said to be the richest agricultural district in the world.

Although in times past I have read a great deal about the fertility of the Nile Valley, it was not until I actually observed the high state of cultivation there that I came to realize the importance of the Valley to Egypt.

Alexandria is a good, substantial city. Its location at the mouth of the Nile has caused it to be important through the centuries. The majority of the buildings in Alexandria are no more than four stories tall and the city streets are crooked and narrow, but for the most part well paved. Alexandria has an excellent harbor, well protected by a breakwater at the narrow entrance. I saw about fifty large steamers in port at the time and many small boats too, which proved to me that Alexandria lived up to its reputation for being the greatest seaport on the Mediterranean. In direct contrast to some sailing ships I saw, were the two big liners, the *Franconia* and the *Baltic*, which were in port with over a thousand tourists.

It seems a great pity to me that, although the tourist travel into Egypt has been well developed, the commercial side of

America's dealings there have been sadly neglected. There is, in my opinion, a great opportunity for good trade between this country and Egypt.

In an effort to determine just what products Egypt had of exportable value to the United States, I visited the egg market. The egg market was a very big place and seemed to be doing a lot of business. Eggs were delivered there from the outlying country districts and then transferred to big cases. Each egg was carefully packed in shavings as a prevention against breakage. The big boxes the eggs were packed in held about 1400 eggs. As an experiment I bought two boxes for a hundred and twenty-five shillings each. Roughly computed on the exchange the eggs cost me in the neighborhood of twenty-seven dollars a box. Our round-the-world liners have considerable refrigerating space available and I bought the eggs to see how they would carry and whether there would be a sale for them in New York.

I was, however, unable to import any eggs into America as I found upon my arrival in New York that there was a prohibitive duty levied against them. At any rate the experiment was worth trying out.

While in Alexandria I visited the onion market which, I understand, is the biggest in the world. The onions are dried, sorted, packed and shipped in the market. I observed with interest the arrival of thousands of tons of onions from the outlying country districts of Egypt and also watched the native women sorting the onions into different grades, namely one, two and three, and culls. Upon inquiring the destination of the onions, I found that none were being shipped to American markets, but all were destined for other countries, Italy and Great Britain being the greatest customers. I thought that here was a possibility for us to develop some good business, so I arranged for a shipment of four hundred tons to America. When the news of this shipment got out I encountered terrific competition from other steamship lines, but I stood pat and was successful in getting the business. This first onion shipment was the means of developing to a considerable extent the onion import into America.

I found opportunity before sailing from Alexandria to make calls upon the agents of many of the steamship lines operating in more or less direct competition with us out of that port. I found everyone most friendly and I felt sure this good feeling would prevail with the heads of the firms in England, with whom I intended to consult upon my arrival in London.

A very nice courtesy was extended to us by the Harbor Master when it was time for the *President Harrison* to leave. Because this vessel was the first in our service to visit Alexandria the Harbor Master came on board and personally piloted the ship away from the dock and turned her around in the harbor.

R. A. May, the American Trade Commissioner in Egypt, certainly went out of his way to make our visit pleasant and profitable. He joined our party at Suez, went up to Cairo with us and then went down to Alexandria, doing all he could to see that we were able to make the most of the short time we had.

CHAPTER XV

UPON arriving in Naples I had the pleasure of a visit with his Excellency Admiral Millo, Royal Commissioner and President of the Port of Naples. He expressed himself as being greatly interested in our new service and assured me that he would exert all his influence to obtain good berths in the harbor for our steamers.

The Bay of Naples, though by no means as big as the Bay of San Francisco is like it in general form and appearance. Even the buildings of Naples which cover the hillsides make one think of Russian and Telegraph Hills. Naples of course has no big modern business district like San Francisco, nor has it so many docks, but somehow it has the general atmosphere of our home port when viewed from a distance.

Pompeii is another relic of antiquity which I was anxious to visit, so we took a day off and went sightseeing. I had always imagined that Pompeii was located somewhere out on a desert and I was greatly surprised to find that it took us only an hour and a half to reach there by automobile. We went over a road which ran through dense population so I was all wrong in my ideas about the place.

It was very interesting to view the exact living conditions which existed at the dawn of the Christian era. It does not seem possible so much time has elapsed since Pompeii was a living city. The ruts in the streets caused by the chariot wheels were very plain and the perfect fresco work on the interior of the houses; the big baths with all manner of subterranean passages and heating contrivances proved the high type of civilization that existed at the time Pompeii was a city. The amphitheater of Pompeii was built upon a hillside so that the spectators sitting upon marble benches were able to get a view of the games below. The remains of the beautiful pagan temples with their altars still in position were also

to be seen and the big forum had been paved with black and white marble squares like a huge checker board.

It was interesting to learn that before the passage of the centuries, Pompeii had been a seaport and, no doubt, had got much of its prosperity from its shipping. There is still lots of evidence of the channel which led into the harbor. No doubt when the great eruption, which caused the destruction of the city occurred, the harbor was filled up with lava.

My world trip was taken entirely for business reasons, which means that to me it was a pleasure trip as my business is my pleasure. In viewing the ruins of Pompeii, and observing business and living conditions as they existed two thousand years ago, when the earthquake and eruption destroyed the city, I felt that there had been little change in the fundamental methods of transacting business since that time. Though I would liked to have spent more time at Pompeii I had to hurry on.

STOP-OVER IN ROME

From Naples we went north to Rome and stopped over for two days. I made a number of calls while in Rome and endeavored, through the American Consul General and the Attache to get some information relative to the commerce of Italy. Through our own representative I met D. Michaels, the Royal Trade Commissioner. I learned from this official that Italy seemed to be very badly hit by the recent action of Congress in relation to the immigration question. I explained to him that some changes in the immigration restriction might be expected after the Presidential election, and he seemed quite pleased to hear of the possibility of future relief.

Before leaving Rome I had an opportunity to call upon the American Ambassador, Mr. Fletcher. Although he had only been recently appointed to the post and was, consequently, straightening out the affairs of his office, he was very pleasant and told me the Embassy would co-operate in every way it could to help us promote increased commercial relations between Italy and the United States.

We were also honored with an audience with Pope Pius XI. The ceremony attached to the audience and the papal blessing was very impressive. Upon receiving official notification of the audience, we were instructed that upon an appointed day and hour we should present ourselves at the Vatican suitably attired. The phrase "suitably attired" meant that Mrs. Dollar should wear a black dress with a black lace veil.

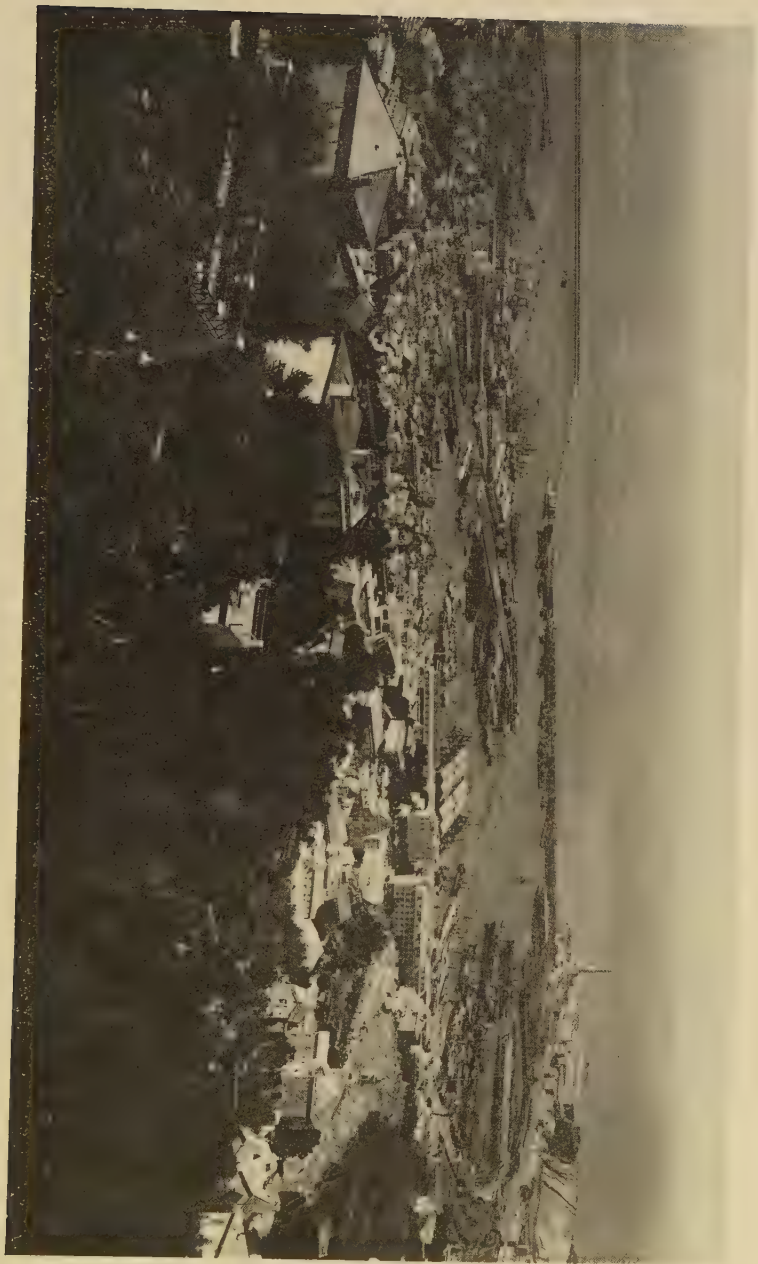
We were received in a magnificent throne room. This room must have been fully one hundred and fifty to two hundred feet long and the walls and floors were covered with bright red tapestries and carpets. A life sized ivory crucifix and a huge gold throne occupied each end of the room.

The Pope wore a white garment, white skull cap and red leather slippers. On his hand was the famous emerald Fisherman's ring, which is said to have originally belonged to St. Peter. He also wore a heavy gold chain from which was suspended a large, gold cross inlaid with emeralds.

The audience did not take long but was very solemn and inspiring. Pope Pius XI impressed me as being a man who possessed great strength of character and intelligence. I am very glad we were able to have this audience.

The Vatican which adjoins St. Peter's Cathedral is one of the largest palaces I have ever seen. I understand it contains over one thousand rooms and has withstood the rigors of time during the many centuries since it was built. St. Peter's Cathedral is very remarkable in so many ways that it is difficult to say just which feature of it leaves the greatest impression. For myself I think the most prominent feature of St. Peter's is the perfect balance and proportion which the architect, Michael Angelo brought into play when he supervised the construction of what has now come to be known as the world's greatest building.

Upon entering the big doors of St. Peter's one sees what seems to be the interior of a cathedral of ordinary size, but after five minutes walking the visitor is greatly surprised to find that he has not yet reached the main altar which stands in the center of the church under the dome. The dome itself does not seem to be particularly high, but I learned that it is



HARBOR OF GENOA

three hundred feet high. The marble work, the beautiful paintings and statues which adorn the various altars are beautiful too.

In direct contrast to this wonderful mediaeval structure, we visited the ancient ruins of the palaces of the Ceasars' and the Coliseum and the Forum. The Coliseum is in quite a good state of preservation and it was not difficult to use one's imagination and see in just what a brutal manner the ancient Romans enjoyed their holidays. I realize, of course, that there is a great deal more to be seen in Rome, but we were sorely pressed for time so we had to forego the pleasure of visiting any other places of interest and left for Genoa.

THE PORT OF GENOA

Although Genoa is the principal port and commercial center of Italy, I was greatly surprised at the smallness of its harbor and I venture to say that if it were twice as large it would still fail to meet the requirements of the hundreds of ships that call there every year. As it is, harbor traffic is very crowded and the ships are packed in like herrings in a barrel. But this lack of space does not prevent the rapid handling of cargo, in fact I never saw big ships handled so well as there. How the harbor pilots are able to safely bring large vessels in through the traffic is a wonder. All cargo ships lay to anchor, but passenger steamers go alongside a wharf when one is available.

Through the kindness of His Excellency, Admiral Umberto Cagni, whom I called upon, I was able to inspect the wonderful old palace where that official maintains his headquarters. Admiral Cagni is in charge of all of the harbors of Italy. In the course of our conversation he told me that the authorities are now enlarging the harbor of Genoa and expect to complete it within the next two years, he also told me that they were going to make improvements in the harbors at Naples and Brindisi.

He explained that the palace, which is a very old structure, was used about five hundred years ago as a bank and at that

time it was the only bank in the world. The first checks were issued from there and many of our present day banking systems originated within its walls. The rooms were all beautifully ornamented and there were a great number of paintings of the famous men, who in its early days were instrumental in developing the bank. After we were passed the paintings His Excellency humorously remarked that it was a matter of record that the men who were reproduced sitting had done more for the bank than those who were shown standing up.

The inlaid mosaic floors showing scenes of the early life in Italy, were quite as beautiful as the mural ceilings. The majority of the rooms were of huge proportions and on the ground floor in the open court there was a merchants exchange where business is carried on to this very day much after the same manner of the bygone centuries. In fact the bank was a flourishing institution long before Columbus ever thought of discovering America.

The Genoa Chamber of Commerce arranged a very nice reception and I was presented with a very handsomely bound leather book which contained photographic views of the city.

ENTERTAINMENT IN MARSEILLES

I decided, upon arrival in Marseilles, to remain only a very brief time because I was anxious to continue on to London and meet the heads of the various British steamship companies. However, before leaving Marseilles I arranged a reception on board the *President Harrison*, which was reported in the following French manner in the "Semaphore."

"There arrived in the Wilson Dock yesterday morning, a large packet steamer (American) the *President Harrison* of the Dollar Steamship Line, the agency of which Line is confided to Messrs. Gellatly, Hankey & Co. This fine steamer inaugurates a regular service round the world, with the following itinerary: New York, Panama, San Francisco, Yokohama, Shanghai, Singapore, Colombo, Port Said, Genoa, Marseilles, Boston, New York. On board was Mr. Robert Dollar, founder and director of the Company at San Fran-

cisco, he being the Dean of American Shipowners; also on board was a delegation of the San Francisco Chamber of Commerce, headed by Mr. Teller. The said delegation was friendly received at 11 a. m. by the Administration of the Marseilles Chamber of Commerce at the Hall of the Exchange, the hosts being headed by Mr. Thierry, Vice President of the Chamber of Commerce, the presentation being made by Mr. Frost, the U. S. Consul. Cordial words were exchanged.

"At 3 p. m. Mr. Robert Dollar and the 'Administraterous Delegation' of Messrs. Gellatly, Hankey & Co. at Marseilles, received on board a party of British shipowners and others who had come especially to our city, as well as the local Maritime Authorities. We noticed Mr. Thierry, Mr. Brenier (Vice President and General Manager) of the Chamber of Commerce, Mr. Frost, American Consul, Mr. Remaud, Engineer in Chief of the 'Points & Chaussess Maritimes,' Captain Mattie, Harbor Master, 'Lieutenant de Vaisseau' Vitu de Kerraoul, representing Admiral Fatou M. de Mouret (General Agent and General Secretary of the Messageries Maritimes), Mr. Guez, Manager of the Cyprian Fabre Co., M. Leotard, General Secretary of the International Relations Committee, Mr. Baillaud, General Secretary of the Colonial Institute, and several other personalities.

BRIEF PARIS VISIT

I was unable to do any sightseeing at all in Paris due to the fact that the two days of my visit in that city were entirely taken up in visits to business people. I called and got in touch with several owners of French steamship lines and found these gentlemen very friendly and immensely interested in our Round-the-World service. The general tone of things in France seems to bid for increased trade activities. The terrific readjustment at the conclusion of the years of war has about been completed and France is again approaching normal.

CHAPTER XVI

IMMEDIATELY upon arriving in London I attended a big conference made up of practically every large shipowner in England. Mr. Allen, Vice President of P. & O. presided over the meeting.

The object of my visit to London was to meet the shipowners. It is a great pleasure to meet practically all the men engaged in this business and to have them express so friendly a feeling for us.

I went north from London to Glasgow and called upon many merchants and shipowners of that city. At the Club I had the pleasure of making many more friends of men who were engaged in shipping business. Although I was hampered a good deal in my movements by a very heavy cold I had contracted from the sudden change of climate from the tropics to the colder climate of my native land. I, nevertheless, managed to keep going and arrived in Falkirk on March 20th.

BIRTHDAY IN FALKIRK

The Municipality of Falkirk had extended an invitation to me that I celebrate my eightieth birthday in the town of my birth. Upon arriving at the station I was greeted by the Mayor and other public officials and we drove to Dollar Park where a luncheon was given in the Mansion House. This house was formerly the residence of the owner of the Park prior to my purchase of it. Most of the rooms in this building are now used as business offices, and I judge from accounts that it is proving of considerable public benefit.

Great improvements have taken place in the Park and it has become one of the public gathering places in the district and frequently three thousand people use it as a recreation



BIRTHDAY GROUP IN DOLLAR PARK, FALKIRK, SCOTLAND.
Provost Muirhead, Mayor of Falkirk, central figure in ermine robes. Mr. and Mrs. Dollar, Margaret Dollar Dickson and members of Town Council and their wives

center on holidays and Sunday, and there is never a time when it is not visited by scores of people so I feel that in some small measure I have been able to bring a little happiness into the lives of my former townspeople. A band stand was being built and over two thousand, five hundred seats were also being installed.

The Municipality tendered me a banquet in the Town Hall and it proved to be a very large and successful affair, and I could not help but be impressed by the genuine and whole hearted reception which the people of that town accorded me.

After all, though we may go up and down in the world throughout our lifetime and make our home in some distant place, we all love the place where we were born, and the people we knew during the early years of our lives.

I visited the place of my birth which is still conducted as a lumber and timber yard by Robert Melville and Company, who were the owners of the yard when I was born there. The President of the Company, Mr. David Buchanan, was very kind and took us all around and showed us through the plant. They have a large stock of lumber on hand and are doing a big business.

The "Falkirk Herald" printed quite a description of the affair under the caption of

"A WORTHY 'BAIRN'"

"Falkirk has this week honoured one of its worthiest sons and most generous benefactor in the person of Mr. Robert Dollar, head of the Dollar Steamship Line, San Francisco, who, accompanied by Mrs. Dollar and his granddaughter, Miss Margaret Dickson, arrived in the town at eleven o'clock on Wednesday forenoon. Mr. Dollar, it may be mentioned, is on a round trip of the world on one of his steamers, and, finding it necessary to make a business call in Europe, could not resist the temptation to make a flying visit to his native town of Falkirk. The fact that his eightieth birthday fell to be celebrated on Thursday also weighed with Mr. Dollar,

who felt desirous that such an auspicious event in his long and notable career should be marked by a visit to his 'dear auld hame.'

VISIT TO DOLLAR PARK

"On his arrival at Grahamston Station, Mr. Dollar, looking hale and hearty despite his advancing years, was met by ex-Provost Russell and Mr. A. Balfour Gray, Town Clerk, and the party first proceeded by motor to the home of the ex-Provost. About midday a visit was paid to the Dollar Park—Mr. Dollar's native town—and there he and his wife and granddaughter were received and privately entertained at luncheon by the Provost, Magistrates and members of the Town Council, who constituted the committee in charge of the reception arrangements. The luncheon was held in the dining room of the mansion house, and in conversation with his hosts Mr. Dollar was able to recall incidents of his boyhood days in Falkirk and to tell of some of his boyish pranks and interests. After lunch, the party, who had been previously photographed by Mr. J. C. Brown, proceeded on a tour of the Dollar Park grounds, visiting the pleasure gardens, the concert garden at present in course of construction, the tennis courts, putting greens, children's playgrounds, and the tea rooms. In the pleasure gardens Mr. Dollar especially admired the beautiful floral pedestal on which is set the statue of the 'Prodigal Son,' but in everything he saw and had pointed out to him he evinced a keen and close interest. He expressed his entire satisfaction with the manner in which the grounds have been laid out and utilized, and, in particular, favoured the system of gradual progress adopted in connection with the introduction of new features.

"Later, at the request of the Provost and Magistrates, Mr. Dollar, to commemorate his visit and at the same time mark the attainment of his eightieth birthday, planted a 'Cypressus Lawsoniana' tree by the side of the carriageway leading to the house. To the performance of this interesting little ceremony, in which he was assisted by Mrs. Dollar and Miss Dickson, and of which photographs were also taken, Mr.

Dollar devoted himself with an energy worthy of a much younger man. When Mrs. Dollar took the spade and proceeded in businesslike fashion to throw earth around the roots of the tree, her husband jokingly remarked 'Do it like a man.' Miss Dickson was also subjected to much good-humored chaff as she vigorously applied herself to the task of shovelling in the remainder of the soil.

"The ceremony over, there was a demand for a speech from Mr. Dollar, who, in a brief response, said it was rather an unusual thing for him to be planting trees, because he was destroying trees by the millions every year, and this was the first time he had ever planted one.

"Ex-Provost Russell expressed, on behalf of those present, the hope that the tree Mr. Dollar had planted would grow well, and that it would last as a memento of the great occasion. He also hoped that each time Mr. Dollar revisited his native town, he would find that the tree had grown higher and higher, just as he himself had mounted high in the sphere of progress.

"Thereafter the entire party adjourned again to the mansion house for tea, and this completed the programme for the day.

"The outstanding event in connection with Mr. Dollar's visit to his native town took place on Thursday evening, when, in the Masonic Temple, Lint Riggs, he was the guest at a complimentary dinner given in his honour by the Provost, Magistrates and Councillors of the burgh. Mr. Dollar was again accompanied by Mrs. Dollar and his granddaughter, Miss Margaret Dickson, and the proceedings at the interesting and memorable function were presided over by Provost Muirhead. There was an attendance of over 100 invited guests, who were fully representative of all sections of the community.

"An excellent repast was served, and thereafter the customary loyal toasts were submitted by the chairman and duly honoured.

"Rev. Alex. Loudon, B. D., in proposing the toast of 'The dear auld hame,' said that in view of the circumstances which

had called them together and the presence of their distinguished and venerable townsman and his wife, who were their guests that evening, that toast was not only poetically but aptly chosen. They were not there that evening to review the town and trade or to enter into a prosaic history of the efforts which had been and were still being made to maintain their position as an industrial center and so make more serviceable the place in which they lived, moved, and had their being, but to indicate, as the toast suggested, these currents of the inner life which they all experienced and which eventually crystallized in loving memories with the passing of years. That was a toast that took them back to the small unpretentious house in which they first saw the light, recalling the rocking of their cradles, the love of their mothers, the thoughtful care of their fathers, and reminded them of their boyhood gambols, games, and adventures, the burns they paddled in, the fish they never caught, but imagined they had, the school they attended, the masters who taught them and who brought wails out of them and left weals upon them. It reminded them of the ministers they slept under, the wise words they often listened to and then as often disregarded. It recalled the morning when they first set forth and began their work, and then began to think they were men. Though one day was rose tinted, and the next drab-colored, so that they did not know what to make of themselves. They were reminded of that episode which marked the breaking of the old nest and the feathering of one for themselves, then the coming of the children, and the settling down to the day's drag which carried them across the meridian, to the evening when they began to mark time among their memories, conscious that ambition had no further claims upon them for this life. If they had not left the spot where they had been born, and labored, they had old friends whom they could meet daily and talk over bygone times, recalling with pride the changes and the days which would be enjoyed by their children, lamenting as they often did that nature had not yet inaugurated her new scheme for putting old heads on young shoulders. If, on the other hand, they had gone to an-

other land, they realized throughout their lives that the home was the link that bound them to the past. They discovered that, with each visit to the 'dear auld hame' the force of those beautiful lines written by Goldsmith:

'Where'er I roam, whatever realms to see,
My heart untrammelled fondly turns to thee.'

He was not a Falkirk 'Bairn,' but after 25 years of residence he thought he might fairly claim to be an acclimatized one. He could imagine what the town was to those who had lived all their days in it, or left it and returned to visit the scenes of their youth. Their esteemed and venerable townsman had come back to look once more at the place of his birth. They could assure him that his love was answered with corresponding affection in the hearts of all of them. Mr. Dollar trusted he would continue to carry them with that conscious rectitude which came from a long life devoted to the highest ideals of righteousness and truth. They heard a great deal about the man of the world, the cosmopolitan who could make his home anywhere. He (the speaker) had never met that man. He believed that Mr. Dollar's heart was still in Falkirk: indeed, he had told him that only a few minutes before. The Roman poet Martial wrote 'He has no home, whose home is of the world.' For their own sakes, and for the sake of their venerable townsman who was with them that night, he asked them to rise and drink the toast of 'The Dear Auld Hame,' coupled with the name of Mr. Fred Johnston.

"The toast was enthusiastically honoured, after which the song, 'The Dear Auld Hame' was sympathetically rendered by Mr. William Gellatly.

"Mr. Fred Johnston said it was with diffidence that he rose to respond to the toast of 'The Dear Auld Hame' Falkirk town. They had listened with great pleasure to the masterful speech of the Rev. Mr. Loudon in proposing the toast, and they had also listened to the song so beautifully rendered by Mr. Gellatly, and, following these gentlemen, he found it a matter of difficulty to know exactly what to say. They were

met that evening to do honour to Mr. and Mrs. Dollar on their visit to Falkirk and on the eightieth anniversary of Mr. Dollar's natal day. It was 71 years, he was informed, since Mr. Dollar left Falkirk to seek his fortune in other spheres. Mr. Dollar had been a man of great integrity, great diligence—a man who had been honoured and respected by all with whom he had come in contact. Those Falkirk 'Bairns,' who like Mr. Dollar, had gone abroad, perhaps thought more of the 'dear auld hame' than those who were living in it. They knew the warm side that Mr. Dollar had to his native town of Falkirk. He had watched its prosperity all through his own prosperity. He had watched its progress up to the present time, and that progress had really been extraordinary within the last thirty or forty years. Falkirk was now one of the large towns of Scotland and it redounded to the credit of the Town Council of Falkirk that it was keeping abreast of the times, and making it a town worthy to live in. They saw great improvements that were to the benefit of all. They had now got beautiful parks for recreation, and their latest park was that beautiful residential estate, formerly called Arnotdale, but now called the Dollar Park. That was a place of which any town might be very proud. It had been a great joy to the people of Falkirk, young and old, and it would continue to be so to future generations. They had 'The Dear Auld Hame' sung that night, and most of them would know that that song was written by Robert Buchanan, the Falkirk's own anthem. The music was set by a distinguished musician, John Fulcher, who was a teacher in Falkirk for a long number of years. He was sure they were all proud to be citizens of Falkirk, even those who had not been born in the town. The Rev. Mr. Loudon had been with them for twenty-five years and he was certainly entitled now to be called, at any rate, an 'acclimatized Bairn.' They sincerely hoped that Mr. and Mrs. Dollar would be spared many years yet to revisit the scenes of Mr. Dollar's youth and associate with their many friends in Falkirk to whom they had shown such signal kindness and generosity. He could not conclude more aptly in responding to the toast of 'The Auld Hame'

than by quoting Buchanan's own words in his 'Address to Falkirk.'

To dear auld Falkirk may she soar
Aboon Time's nipping hand,
While ilk year sees her more and more
An honour to our land.
Her institutions, may they rise,
And bring to age and youth
The glorious light, which never dies,
Of Wisdom and of Truth.
Success to ilka ane wha rules
Her council and her laws.
And ill luck seize the silly fools
Wha wad disown her cause.

"Ex-Provost Russell, on rising to propose the toast of the evening, that of 'Our Guest', was warmly applauded. He had asked to be relieved, he said, of the duty which it had fallen to his lot to perform that night, but the Provost would brook no refusal. His request to be excused was not on account of the lack of material to speak of concerning their host, for in that respect he had more material to work upon than he could possibly make use of that night. In spheres other than the place to which he belonged, notably in China and Japan, Mr. Dollar had done a great deal more than most people were aware of. Mr. Dollar was a man of large heart, a man who had done his utmost to bring about the realization of the day that Burns wrote about when 'man to man the world o'er shall brithers be an' a' that.' With Mr. Dollar he had had many transactions, but in these he had merely acted in the capacity of his agent upon his instructions. What had been done for the betterment of Falkirk in his time had really been done at the instigation of Mr. Dollar. With regard to any improvement in connection with which Mr. Dollar had promised assistance, the promise in itself was good enough, without it being committed to writing. Mr. Dollar's word was as good as his bond. In many respects Mr. Dollar had

given a lesson, not only to Falkirk, but to the world. He had never forgotten Scotland and when he required a good ship he came to the Clyde for it and patronized his own country. Mr. Dollar had performed a great service in the opening up of ports all over the world, and he had certainly given a lead to the iron founders of the Falkirk, who could with advantage to themselves and in the interests of foreign trade put their travelers in these ports and endeavored to open up the industry. By taking advantage of Mr. Dollar's agencies, they could do much to make the trade of Falkirk better than it is today. Continuing the Ex-Provost said he had known Mr. Dollar for a long time. It was perhaps his misfortune to enter municipal life at an early age, but there was the consolation that he had got his kicks and thrashings past, while some people had them still to come. His first attempt at public speaking was made in the Christian Institute, where Mr. Dollar had established a library for the benefit of the townspeople.

The guest of the city, Mr. Dollar, then addressed the meeting:

"He remembered as a boy he always used to make himself very scarce when 'Lang Pate' came into view. He started work in Peter Taylor's machine shop near the Grahamston railway bridge, and after working a week he got half a crown for his pay. He remembered how he ran home as fast as he could and proudly handed over to his step-mother the first money he ever earned. A little later his people emigrated to Canada and took him with them, and a year after his arrival there he started work in the lumber woods—a Scotch 'green' boy going into the lumber woods amongst the roughest of the rough. He was the only English speaking person of the fifty men in that lumber camp. They all talked French, so that in the spring of the year he could talk French better than he could talk broad Scotch.

"It was a very hard life, he could assure them. It was there he learned to work and he got such a lesson that he never forgot it. He was out in the morning at six o'clock and he had kept on doing that all the time. At the time he was in the lumber camp he made a great rise. He was beginning to suc-

ceed in the world, as he had then £2 per month. A rise from half a crown a week to £2 per month was 'some jump.' A good many years after that he went into the foreign trade, and the aim upon which he had worked had been to develop the foreign trade of the world. To illustrate what could be accomplished from a very small beginning, Mr. Dollar gave an outline of how he came to start exporting copra from the islands of the Archipelago to San Francisco. There was no copra shipped from there until he started about eighteen years ago, but last year's Government statistics showed that copra to the value of three million pounds sterling had been shipped from these islands. Timber for cargoes was a very valuable asset, but it was a very necessary thing that they should be able to have cargoes both ways. Accordingly he started lumbering in Japan where they got oak timber. They were therefore, taking fir wood across the Pacific and taking oak timber back. Then he developed the shipment of iron ore and pig iron out of the Yangtse River. They got that 800 miles from the ocean and up the river, and that developed into a big business. He wondered how many of those present knew that on the banks of the Yangste River one-eighth of the human family lived. They had passenger steamers running through the gorges of the river 1600 miles from the ocean, away into the far interior of China. They had been having the time of their lives there with bandits and soldiers, but they had held the fort. They were still there. The development of commerce on the great river was going to affect the iron trade of Great Britain and though he might not live to see it, there were perhpas some younger people present who would live to see that river the great center of the iron and coal trade of the world. The surface had as yet only been scratched. Mr. Dollar then referred to the progress of Christianity and education in China. A quiet work was going on there and Christianity was making great progress, but in respect of education they had a long way to go yet. Five years ago on a monthly service round the world, he had started a cargo line of steamers and that had been running since. Recently they had bought seven passenger steamers

and had started a fortnightly passenger service round the world, going West all the time. He had come part of the way home on the first passenger steamer. Such a thing as a fortnightly passenger service round the world had never before been heard of in the history of the world.

"He had always been interested in education. He did not get very much of it himself in Falkirk and what he did get he lost in the rough life of the lumber camp. It was only at the age of eighteen that he discovered that if ever he was to succeed he would have to get some education. He had the time of his life trying to 'cram' things into himself from books that he bought and studied by himself in the lumber camp. Therefore, when he came to Falkirk forty years ago and saw there was no library, he thought it was the least he could do to help the townspeople have some books to read. They had heard it mentioned about the monument to Sir John de Graeme, he thought it was a pity that there should be nothing in Falkirk to keep the people in remembrance that it was there that illustrious gentleman gave his life.

"When he went to the park and saw what had been done there, he thought what little had he done in starting the park was a very insignificant thing indeed. He was pleased beyond measure to see what a success had been made of it. When he decided with Mr. Russell to go ahead and buy it, he thought he would go away a very happy man. He wanted to tell them that to a man like him, who had been away from home for well nigh seventy years, it was one of the greatest things of his life to come back to the 'Dear Auld Hame.' Mr. Dollar concluded with a reference to the English Speaking Union which had been formed in London and of which he was the first life member, the object of the Union being to get the English speaking people of the world united throughout the whole world, war would then be impossible. He appealed to every one present to become a member of the Union and do a little bit towards the realization of the aim it had in view.

"When Mr. Dollar resumed his seat he was again most heartily applauded.

"Mr. George R. Ure, Bonnybridge, submitted the toast,

'Falkirk Corporation.' In doing so Mr. Ure said he would like to pay his tribute of respect to their guest and his good lady. Mr. Dollar was a true Falkirk 'Bairn,' with kindly love and affection for the old town. He was, therefore, most worthy of all the respect they could show. Referring to the toast, Mr. Ure said that the Corporation of Falkirk, in managing a town of that size, must have their hands full. Their affairs were numerous and varied, and great responsibility rested upon them in carrying out their duties in an efficient and perfect manner. From what he knew, he thought the civic affairs were in good hands. He had never been far away, had always resided in the parish, and had interested himself in the doings of the various town Councils all these years. He could well remember all the Provosts from Provost Kier downwards. In each of them the town had been fortunate in having a man who occupied that position so creditably. During their terms of office they all did something of a progressive nature, for the benefit and improvement of the town. He could speak from personal knowledge of what he knew of Falkirk 60 or 70 years ago, and what it was today and the different matters and schemes that had been carried out. The crooked ways had been made straight, and the rough places made smooth. Their gas works, he believed, were equal to any in the country. They had their own electric power station, and what he would consider the greatest benefit and improvement in Falkirk and district was the introduction of the water scheme. The improvements in the town itself had been many, amongst them the straightening and widening of Kirk Wynd. The scene of the Council's present scheme at the Callendar Riggs was where the last appearance was made by Parliamentary candidates on the hustings. He could remember when popular 'Jimmy Merry' stood and won there. Falkirk people had been and were now very fortunate in the choice of the men managing the affairs of the town. He asked them to drink not to the health of the Corporation, but that of the Provost, Bailies, and Town Councillors of Falkirk.

"Provost Muirhead, responding to the toast, said that the Council could not reach their ideals as regarding the improv-

ing of the town without the assistance of every union in the town. While they were trying to do their best for the tax payers, and those who might desire to visit the town, he hoped no one would try to throw sand on the wheels of progress and attempt to keep them from carrying out their schemes, which were for the benefit of the whole community. They had many men and many opinions, but when they entered the Council Chamber they left their own feelings outside. Having referred in passing to the Russell silver plate which was on service that evening, he said he thought the Town Council would place that valuable property in the Dollar Park at some near date, so that all the inhabitants would see it occasionally. When new, the silver had cost 500 guineas, and now it was worth a thousand. It had not lost, but like Mr. Dollar had gained. The Provost, before sitting down, said he would ask everyone of the 'old Brigade' to say a few words.

"Brief addresses were then delivered by Mr. James Jones, Torwood Hall and others, after which Mr. Dollar thanked the speakers on behalf of his wife and granddaughter, for the kind sentiments expressed.

"Bailie Gilchrist thereafter proposed the toast of 'The Chairman,' to which Provost Muirhead duly replied.

"At intervals during the evening an excellent musical programme was successfully carried through. The proceedings terminated with enthusiasm, the gathering singing 'Auld Lang Syne,' and 'Will Ye No Come Back Again'."

CHAPTER XVII

BY THE time we returned to London my cold had become so acute that it was necessary for me to go to bed, as the doctor felt I might be contracting pneumonia. However, I remained in bed only over Saturday and Sunday and consequently lost but half a day's business, as I was on the job early Monday and feeling fairly fit. I was able to attend to my business affairs during the short time I had left in London before returning to Marseilles.

The papers paid me many tributes, Lloyd's List had the following:

A GREAT SHIPOWNER

Captain Dollar on Shipping Problems of Today.

"Captain Robert Dollar, the San Francisco shipowner and millionaire, who, as the head of the Dollar Line, is well known in shipping of every nation, will leave London tomorrow in continuation of his round the world tour. His arrival in London from the Orient (the tour actually started from San Francisco), was recorded in our columns a few days ago, as was also his visit to his native town of Falkirk, where he was publicly entertained. Yesterday morning he granted an interview to a representative of Lloyd's List, and it was a most stimulating experience to hear the views of this vigorous man of eighty on the many subjects touched upon on American shipping and world trade; on the proposals of Lord St. Davis for a State partnership in speculative shipbuilding; on prohibition and immigration. The interview, it may be mentioned, took place at Captain Dollar's hotel in London at 8:15 after he had breakfast at his customary hour of seven o'clock. That fact illustrates his wonderful physical and mental activity. He related that when asked by a British

shipowner about possible developments of the Dollar Line, he replied that one could never tell what a youngster of eighty might have in mind.

Our representative inquired what were the prospects of shipping generally throughout the world. 'The whole question,' said Captain Dollar, 'is one of supply and demand. At present there are more ships than there is business, but the demand is gradually increasing and quite a little change has taken place in the last few months. It is not pronounced, and there cannot be any real change while there are so many idle ships, because as soon as there is an upward trend in trade, out come the idle ships and the level of freight is not maintained.'

"Was not this revival due to the Japanese disaster and the consequent demand for lumber and foodstuffs more than from any other cause?

" 'That is a myth. The people of the world thought Japan would want everything in tremendous quantities. It is true that she did, but there is another side to the matter which seemed to be forgotten by many: How were they going to pay for what was sent over? I have three large lumber mills of my own and I am therefore intensely interested, and for the past five or six years we have been averaging one big cargo a month to Japan. Personally we have had the devil's own time to get these credits. To relieve the situation the Japanese Government secured big loans from Great Britain and America, and that no doubt will be loaned to banks and then lent out to individuals.'

"Captain Dollar was asked his opinion of the recent proposal of Lord St. Davis, that the British Government should take part in conjunction with shipowners, in speculative shipbuilding. The veteran shipowner shook his head, 'Lord,' he said, 'look at all the idle ships throughout the world. I think that the Government should take steps to furnish employment, but it should be employment of a kind that would be a little more remunerative than the building of ships. It would be better to build ships, of course, than to pay men for doing nothing, but there are other directions in which

men could be employed. Money could be spent on the manufacture of some kind of product which could even be sold at a slight loss.'

"It need hardly be said that Captain Dollar has a high opinion of the British shipowner. 'Shipowners,' he remarked, 'have made Great Britain what she is in the world of commerce.' Regarding the future of the world's trade, his firm opinion is that the chief development will be in connection with China. 'Therefore,' he points out, '500,000,000 people in that vast country, only a very small part of which has been scratched by Europeans. The Chinese are workers all of them, and as modern ideas are instilled in them there will be a wonderful development of trade. I cannot say too much in favor of the Chinese. I have sold millions of dollars worth of goods to that country and have not lost a single dollar' "

MARSEILLES

I found Marseilles upon my return visit a very interesting city with a thriving port. One bad feature of Marseilles which is, no doubt, due to its antiquity, are the narrow, crooked streets, many of which are not much wider than a lane. I understand that these thoroughfares were laid out by the Phoenicians who settled in Marseilles before Christianity was known. In the more modern sections of the city wider streets have been built and traffic is easier. Although there were many automobiles in evidence I noticed that horse drawn carriages still predominated. Trucking by automobile is not indulged in to any great extent. Big carts and wagons are the principal vehicles used for commercial purposes.

The harbor of Marseilles is small but it does not suffer from overcrowding like Genoa, and I understand the French Government is constantly improving the waterfront in order that the harbor facilities may keep pace with the increased trade.

BOSTON VISIT

Our run from Marseilles to Boston on the *President Hayes*

was fairly smooth until we were three days out of the latter port when we encountered a very bad storm which compelled us to lay to seventeen hours.

Mayor Curley of Boston notified me by wireless that he had arranged a big luncheon for me in order that I might meet one hundred or more of the leading merchants and bankers in Boston. The storm delayed us to such an extent that I was compelled to notify him that I would not be able to reach Boston in time to be present at the luncheon.

Word also reached me that the Transportation Association of New England was holding a banquet the following night and desired my presence. The storm was so heavy at the time I received this message that it seemed extremely uncertain whether we could make Boston before the next day. Official pressure, however, was brought to bear and a tug was sent out to meet us and our ship did not have to anchor in the stream, but proceeded directly to her dock. Permission for an immediate landing for myself and three others had been given so we went ashore at once. Although we hurried I did not arrive at the banquet until everyone had finished eating. The four hundred Association members present gave me a rousing greeting and later when I delivered a talk on foreign trade they seemed to heartily approve of my viewpoint.

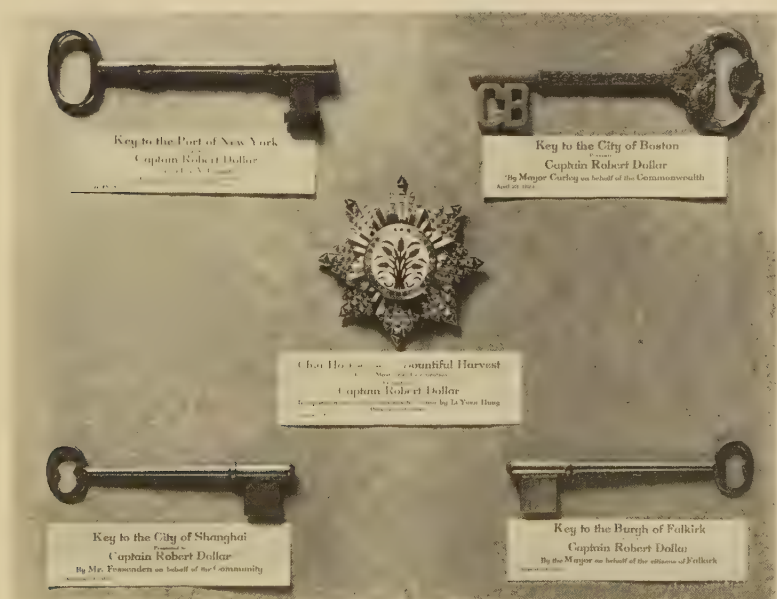
The next morning Mayor Curley sent me an official invitation to go to his office in the City Hall. I went over and found he had a small gathering of prominent Bostonians in his office and in a short address he presented me with the key and freedom of the city of Boston. I greatly appreciated this honor because aside from personal friendship, it showed me how wide awake Boston is to the advancement of shipping and also that they could foresee what our Round-the-World service will mean to their port. This occurrence will go down in appreciation to our family.

NEW YORK WELCOME

Our arrival in New York took the form of a public affair. Mayor John F. Hylan of New York sent a representative and



MAYOR JAMES CURLEY OF BOSTON PRESENTING KEY OF THE CITY TO
ROBERT DOLLAR



PRESENTATION KEYS

a large delegation representing the borough of Richmond to the steamer as soon as we tied up at the Staten Island pier. They officially welcomed me in behalf of the city of New York and extended an offer of co-operation and assistance for our service should we feel so disposed at any time to call on them.

Murray Hulbert, President of the Board of Aldermen, John H. Delaney, Commissioner of Docks, and Francis Holen, Commissioner of New York, each tendered me a hearty welcome and expressed great hopes for the future of our Round-the-World service. These officials also presented me with the freedom and key of the city of New York and I, indeed, felt highly honored upon being given the freedom of the greatest city in the world.

While in New York I carefully went over all details regarding the operation of our New York office and found things for the most part satisfactory. I also visited the 42-acre site for our Hunt's Point Terminal and feel more firmly convinced than ever that we must lose no time in getting the construction of that terminal under way, as the congestion of the docks of New York is nothing short of distressing. They are a decided burden to the merchants.

Over forty of the principal ship owners of New York attended my luncheon at India House and our meeting proved to be extremely beneficial to everyone. I also gave a luncheon during my stay in New York to the office force at India House and I was pleased to find that our office force had grown so during the last few years that sixty-eight persons accepted my invitation. It is only a matter of seven or eight years since a few of us steamship men got together and decided to establish India House as a club for ship owners and operators. From this very modest beginning India House has extended its activities so rapidly that, no doubt, with the passage of years it will become one of the traditional clubs of New York City.

Mat Brush, President of the American International Corporation, honored me with a luncheon at which he had twenty-five of the city's banking executives there to meet me.

We confined our discussion principally to a resume of world trade conditions, centering principally on the Far East. I have found that business men in the Eastern part of the United States are well posted in European and South American affairs but that the majority are lacking in information regarding the Far Eastern markets, consequently my friends were very much interested in what I had to tell them about China and Japan. A number asked questions regarding China and the outcome of the Civil Wars which constantly ravage that country, making commercial relations at times rather difficult.

In part I explained the great importance and benefits foreign trade was bringing to the New England States.

I convinced them that they would encounter nothing but honest, straightforward competition from us, which would permit us to be on the most intimate terms. I also assured them that no unfair means of any sort would be employed, nor would there be any rate cutting.

This world is full of competition and if we want to derive any real benefit from it, we must fulfill all our obligations and be sincere in our promises.

At the conclusion of our luncheon I felt that some good had really been accomplished.

Due to the shortness of my stay in New York I was unable to make my usual round of calls but, nevertheless, succeeded in seeing a dozen or more of my business friends.

Having been away from San Francisco for the better part of half a year I, naturally, was anxious to return just as soon as possible. However, it was necessary for me to stop over a day in Chicago and determine the exact condition of our office there. At luncheon time I was invited by Mr. Harris of Harris Trust Company to be a guest of honor at an affair he was giving in order that I might meet twenty leading merchants and bankers of the city. These gentlemen seemed very anxious to have me give them an account of my observations of conditions in the Far East. I gave them a very informal talk about Far Eastern conditions. At the conclusion of the meeting I was complimented on my efforts and therefore felt that

I had been able to convey a very definite trade message to my audience. As they were intensely interested I was very thankful to have the privilege of meeting them all.

MORE TRAVELING

I had only been at home a little over one week when I found it necessary to visit our lumber interests in Oregon and British Columbia. We had just opened our home and I invited my good wife to remain there and enjoy it. She asked if I had definitely decided to go. Upon receiving my affirmative reply, she said,

"Then I have decided to go too."

So we started traveling again on about a three thousand mile trip.

First I visited our mill in the city of Portland, found lumber being shipped to New York, China and Australia. I then visited our forests where we are getting out logs to supply our mill. Our camp, called the Green Mountain Logging Company, is about one hundred miles distant.

On arrival back in Portland I found an urgent call for me to go to Seattle. From there I went to our mill at Dollarton in British Columbia. I found they were cutting a lot of lumber, nearly all for export to Australia, Japan, China, India, and a quantity going to New York. Several large steamers were loading.

I spent one day in Vancouver looking over our affairs there. Then went to Vancouver Island and visited our Logging Camp at Deep Bay. We have five miles of railroad and good equipment for the economical handling of the business. I next went to our Union Bay Camp where we have ten miles of railroad. We have been logging here for several years and our timber in this part will be all cut out soon and we will have to move the equipment. We have carried a great many logs over this railroad.

I then had Melville Dollar take me on his yacht to Salmon River. It might appear this was a pleasure excursion, but the very reverse was the case as I was looking over a prospective

purchase of timber, and especially desired to acquaint myself with the facilities for getting a railroad ten miles long into this new country.

I cannot help but contrast the great difference between my journey into the woods and the trip around the world which I had just completed.

For the last six months I had been concentrating exclusively on matters pertaining to ships and shipping, yet almost immediately upon my return to America I turned my whole attention to the lumber business. During my visit in the woods I was entirely concerned with standing timber, logging, sawmilling and the disposal of lumber. Of course we export most of our lumber in our own vessels and consequently shipping does figure to a considerable degree, but the trip of which I now make mention, while it ultimately had bearing on our shipping, it did not in any way include shipping problems. I think the following conversation which I had with the Chief Engineer of one of the big Admiral Oriental Passenger Liners illustrates my point quite clearly. The engineer made the following inquiry:

"I asked your advice as to what we better do about various things down here in the bottom of this ship, all of which you answered very satisfactorily to me. Now when you are out in the woods where you just came from, can you advise your foreman as well as you can me."

I replied, "Far better, for before I was familiar with shipping, I knew logging and lumbering from the ground up, as I worked at it from my boyhood. Whereas I had to pick all my knowledge of shipping up during the last forty years."

MODEL GIVEN MUSEUM

Shortly after my return from the north I was notified that a model of our freighter, the *Robert Dollar*, had been completed and was ready to be presented to the M. H. de Young Memorial Museum in Golden Gate Park. Mr. de Young has long been a friend of mine and I was very glad of this opportunity of contributing something to his Museum.



ROBERT DOLLAR

PRESENTATION OF MODEL OF THE "ROBERT DOLLAR" TO DE YOUNG MEMORIAL

M. H. DE YOUNG

It so happens that the *Robert Dollar* is one of the largest freighters in the world, having a capacity of 18,000 measurement tons and I thought that the model of this vessel would some day assume historical significance. Upon the day of presentation over two thousand persons gathered in the big statuary gallery of the Museum and witnessed Mr. de Young's acceptance of the model in behalf of the Museum. I also gave a brief talk on this occasion regarding world shipping and trade conditions and it seemed to be very well received. Mr. de Young made a gracious speech of acceptance and explained to the audience that the model which was being presented was the start of a large nautical exhibition which he hoped to install as he felt that the activities of the port of San Francisco should have adequate representation in the Museum.

The newspaper account of the presentation read:

"Before an audience of 2000 persons, who thronged Statuary gallery and adjacent corridors of the M. H. de Young Memorial Museum, one of the finest exhibits ever presented to the Museum was unveiled yesterday afternoon at an elaborate ceremony.

"The gift came from Captain Robert Dollar, President of the steamship company that bears his name and one of the leading shipping men of the United States, and was a model of the steamer *Robert Dollar*, the largest freighter in the world.

"The replica was draped in flags of the United States and rested in a huge glass case beside the platform built for the presentation ceremonies. Sharply at 3 o'clock Captain Dollar, Mr. M. H. de Young, founder of the Museum, and its curator, Professor George H. Barron, took their places upon the platform. Fifty guests of honor took the seats arranged in the foreground and hundreds of persons filled every nook and corner of the gallery.

"As chairman of the day Professor Barron introduced Miss Ruth Freidlander, soloist, who gave several piano numbers. Captain Dollar was then presented.

"In each day and age but a few men rise to such an emi-

nence in their chosen line that their names are passed down into history," Barron began. "Some men endow hospitals, large institutions; some write famous books or beautiful poetry; others go into politics and carve their way to fame. But it was left for a man, born in the land of Bobbie Burns just eighty years ago, to make his name known in every port around the world, in every land touched by the waters of the Pacific and Atlantic, through the instrumentality of shipping.

"That man is Captain Robert Dollar, veteran of the sea, who sailed to the land of promise from his native Scotland when a lad of 12 years. Forty years ago he came westward, and since that time the name of Dollar has become famous. He began the construction of boats, and two years ago he began the construction of this beautiful model, that will be unveiled in a moment, a replica of the largest freighter in the world. Out of greatness of his heart Captain Dollar wishes to give this model to the citizens of San Francisco for a place in their wonderful museum. Ladies and gentlemen, allow me to present Captain Robert Dollar."

Captain Dollar acknowledged the appreciation of the audience and spoke briefly upon what the shipping industry has meant to the nations of the world, and to the Pacific Coast in particular.

"It gives me much pleasure to present this model to the museum for which Mr. de Young has done so much," the shipping man said. "The donor of the museum has done so much in making this institution not only a credit to San Francisco, but an honor to himself. The Pacific Coast and Pacific Ocean have developed so rapidly in foreign commerce that American shipping is a necessity. Without ships foreign trade could not exist, so it is quite appropriate that this wing of the museum should be devoted to the models of ships and shipping generally.

"In view of the great future that is in store for this Pacific Coast in general, and this city in particular, this presentation representing the largest and highest class cargo steamship afloat, is to say the least significant. Especially that when we consider that while New York is the greatest commercial

city in the world, San Francisco is sure to be the greatest sea port on the Pacific Coast, and in course of time will supersede New York.

"We are all therefore interested in the success and development of this museum, as the exhibits are an evidence of the advancement and the prosperity of this great commercial city, which started eighty years ago from nothing and is now the financial center of the Pacific West.

"By the way of encouragement let us see what progress has been made in the development of steamers and foreign trade. A little over one hundred years ago we had the first steamboat. Think of that, no steamships one hundred years ago. Consider what the introduction of steam has done toward making the world smaller. And the part steamers played in the last great war.

"The Pacific is going to become the center of the world's commerce, just as the Atlantic is today.

"The Suez Canal has long been established, the Panama was only opened a few years ago. Last year the tonnage passing through the Panama Canal was 2,000,000 tons greater than that of Suez.

"The need of an American Merchant Marine needs no emphasis when we realize the important part that shipping plays in the intercourse of nations. The American shipowners should have the support of every American citizen. How many American ships are there in this great commerce across the Pacific to the Far East? Not one American privately owned ship. We have American ships, but they are owned by the Shipping Board. Our Company is operating seven American ships across the Pacific, but this is in a round the world service.

"What we need is more privately owned American ships on the Pacific, owned and operated by American citizens, and every American citizen should be interested in helping to establish our nation's ships on the high seas. We are trying to do our part, running a two weekly service of American ships around the world, but we can only do very little. Every one must realize the importance to the United States of a Merchant Marine."

At a sign from Captain Dollar, the flag was drawn from the ship model and the tiny *Robert Dollar* was made a permanent part of the M. H. de Young Memorial Museum.

Speaking upon behalf of the citizenry of San Francisco Mr. de Young accepted the gift, after a brief speech of eulogy voiced by Professor Barron, who characterized Mr. de Young as "one of San Francisco's most beloved citizens."

"I am more than pleased that I could come from the country this afternoon to receive from your hands, Captain Dollar, this fine exhibit." Mr. de Young said: "In sitting here for the last few moments my mind has been constantly reverting to those days when I first conceived the idea of this museum. It has become a habit with me in the last thirty years since its inception to think constantly of what can be done for this museum. Two years ago I first thought of a nautical gallery as something that should be incorporated in this institution, here in San Francisco, one of the greatest seaports of the country.

"I then wrote to the heads of the large steamship companies asking if they had any models or other material to donate. From Captain Dollar I received the reply that he would build such a model. Here it is today. Before you is the *Robert Dollar* that Captain Dollar had constructed especially for the city of San Francisco."

CHAPTER XVIII

I THINK that it is fitting that I conclude this book of Memoirs with an account of one of the happiest times Mrs. Dollar and I have ever enjoyed. The occasion of which I speak was our Golden Wedding which we celebrated at our home in San Rafael. Seven hundred of our friends from San Francisco and the Bay Cities attended and the sheaves of telegrams, cables and letters we received from all parts of the world helped to make this celebration a very joyous occasion.

That the celebration of our fifty years of happy and pleasant married life is a cherished remembrance goes without question. Mrs. Dollar was intent upon making the celebration of our fiftieth wedding anniversary a large affair, so I left all the planning of it to her. We could not have had a finer day. It was warm enough to be comfortable and our garden was a delightful setting for the reception. We used the flags from several of our ships to decorate the grounds and the whole place presented a very gay appearance. It was fortunate that we made arrangements to give the affair on the lawn, otherwise it would have been possible to entertain a very limited number of our friends as our house could not have accommodated the big number that came. As it was we displayed the gold presents in the dining room and there was a constant crowd viewing them.

It certainly was one of the greatest pleasures of our long life for Mrs. Dollar and myself to have such a host of friends come and join with us in celebrating one of the big events of our lives.

I was also pleased to receive telegrams and cables from almost every country in the world. We appreciated very much the messages from our employees from all over the world, as it showed that they had a warm personal interest in our Golden Wedding.

William Sproule, President of the Southern Pacific Company, remembered our Golden Wedding with the following telegram:

“Please accept for yourself and Mrs. Dollar the hearty congratulations of Mrs. Sproule and myself upon the fiftieth anniversary of that marriage which has meant so much to your joint happiness and to your family and to the well being of the human family through your constructive career alike in your business relationships and in your philanthropies. The fifty years are crowned with a success which is so many sided that they must be filled with satisfaction to yourself and to Mrs. Dollar, as they are a source of pride and felicitation to your fellow citizens and all who know you throughout the domain of our widespreading friendships. We are joined in the hope and expectation that the future years will be filled with continued happiness.”

Other cables and telegrams included messages from Sir Robert Balfour, Liverpool; Herbert Fleishhacker (then in France); J. R. Booth, Ottawa, Canada; H. Cunninghams, United States Counselor General at Shanghai; Mayor James N. Curley of Boston; Congressman C. F. Curry of California; T. L. Duff of London; Sir Henry Egan, Ottawa, Canada; Mr. and Mrs. Walter A. Haas, San Francisco; Mr. and Mrs. A. F. Haines, Seattle; Meyer Lissner, of United States Shipping Board; E. H. Outerbridge, President of New York Chamber of Commerce; Mayor and Mrs. James Rolph, Jr. of San Francisco; Mayor Balfour Gray of Falkirk, Scotland; and Mr. and Mrs. Joseph Tynan, San Francisco; Oakley Wood, New York.

I also think it fitting to give extracts from a few of the many letters we received:

SAN FRANCISCO,
September 8, 1924.

“We hope you may be spared to enjoy many more years together and have the privilege of continuing these construc-



MR. AND MRS. ROBERT DOLLAR IN THE GARDEN OF SAN RAFAEL HOME UPON
THE OCCASION OF FIFTIETH WEDDING ANNIVERSARY

tive things in life that have made your lives so useful and beneficial to mankind throughout the world.

(Captain) A. E. ANDERSON,
President, California Transportation Co."

SAN FRANCISCO,
September 6, 1924.

"However, please accept our heartiest possible congratulations. For any two to live together for fifty years is surely a blessing rich as it is rare. It is a lifetime in itself. God has been especially good to both of you thus to spare you to each other so long and so happily. You have an host of friends."

H. H. BELL, D. D.

NEW YORK,
September 2, 1924.

"I know from all the beautiful things you have said that without the loyal companionship, help and affection of Mrs. Dollar you never could have arrived at the great pinnacle of success which you occupy today and you should be mutually proud of each other." ●

M. C. BRUSH,
President, American International Corp.

BERKELEY, CALIF.
September 9, 1924.

"May God bless you both and give the best years of your lives even after this auspicious rounding out of fifty years of wedded life. I noted with eminent satisfaction the quotations

from your wife in the daily papers. There never was a time when such counsel was as needed as today."

FRANK S. BRUSH, D. D.

CHICAGO, ILL.

September 2, 1924.

"You have not only raised a family of children who are performing useful service in the world's affairs but you have, in my opinion, done more to promote the development of the commerce of the United States in foreign countries than any other citizen, and you have done most of it after the time when men generally feel like taking life easy and transferring the burden of active work to younger shoulders."

H. E. BYRAM,

President Chicago, Milwaukee & St. Paul.

NEW YORK,

September 4, 1924.

"In looking back upon your life you must find a great deal of satisfaction in knowing that both of your lives have been devoted to work which has been helpful to those with whom you have personally come in contact and your business life a constructive one, the results of which all Americans are proud."

EDWARD P. FARLEY,

Ex-Chairman U. S. Shipping Board.

NEW YORK,

September 5, 1924.

"You are an excellent example to us all and I honor and esteem you more than I can express."

P. A. S. FRANKLIN,

President, International Mercantile Marine.



THE "JOHN ENA", A FOUR-MASTED STEEL BARQUE UNDER SAIL

SAN FRANCISCO,
September 5, 1924.

"You are particularly fortunate for, in addition to your happiness at home, you have been given the satisfaction of having earned by your own efforts a position of world-wide leadership in financial affairs and in activities having for their purpose the betterment of all mankind."

(Captain) I. N. HIBBARD.

CHICAGO,
September 5, 1924.

"I believe the pleasure is not so much in the achievement as in the doing, not in the winning of a race but in the running, not in character and reputation but in the building of it, and not in the reverence accorded but in the love that prompts it."

ALBERT W. HARRIS,
President, Harris Trust Company.

SAN FRANCISCO,
September 10, 1924.

"I feel that you can say with me that the wife still is dearer than the bride. Love wears a large mantle, and romance is always young."

A. B. HAMMOND,
President, Hammond Lumber Company.

GLEN COVE, NEW YORK
September 6, 1924.

"You have given so much happiness to others for so many years that the opportunity is most welcome to say to you

what a great influence the example which you both have set has had upon the writer and how very deeply the friendship you have shown to him and his family has been appreciated and how fully it is returned."

K. C. LI,
President, Wachang Trading Co.

FORT BRAGG, CALIF.
September 9, 1924.

"It has not been our privilege to know you intimately by reason of personal contact but having been a resident of Fort Bragg and vicinity for over thirty-five years I have not been unmindful of your early enterprises in Mendocino County or of your present vast engagements with the whole world embraced in the field of your activities."

A. A. LORD.

SAN ANSELMO, CALIF.
September 11, 1924.

"We sincerely congratulate you that you are spared in health and vigor to see this day, and that the years have been so filled with usefulness and generous helpfulness to many good causes."

WARREN H. LANDÓN,
President, San Francisco Theological Seminary.

ENTRELAC POST OFFICE,
PROVINCE OF QUEBEC,
September 5, 1924.

"In a life of constant travel I have been in a position to see not a little of your world-wide and most wise and generous



THE "ROBERT DOLLAR" IN MID-ATLANTIC GIVING POSITION TO THE "Z-R-3", FIRST ZEPPELIN TO CROSS TO AMERICA
PICTURE WAS TAKEN BY ONE OF THE CREW OF THE GIANT AIRSHIP

Copyright by International

beneficence. It would be difficult to overstate my sense of the splendid strategy and Christ-like character of your achievements."

JOHN R. MOTT,
General Secretary, Y. M. C. A.

SAN FRANCISCO,
September 3, 1924.

"It is a wonderful life you have led, and all your friends are very proud of what has been accomplished by both of you."

(Judge) W. W. MORROW,
United States Circuit Court.

GLASGOW, SCOTLAND,
September 4, 1924.

"We do, however, most warmly congratulate you and we trust that Mrs. Dollar and you may be spared to each other for many years and that you may be able to continue your activities for the world's good in the days that are to come."

(Lord) MACLAY,
Shipowner.

NEW YORK,
September 5, 1924.

"You know how highly I have always valued your friendship and I do hope we may be spared to meet many times. Yours has been a life of success in doing well and you must be very happy in coming to this half century of your ideal married life."

WELDING RING,
Shipowner.

WASHINGTON,
August 23, 1924.

"I regret exceedingly that circumstances beyond my control will prevent me from being present on this interesting occasion. I take this opportunity to offer to you my hearty congratulations upon the completion of half a century of married life and best wishes for many happy returns of the day."

SAO ALFRED SZI,
Chinese Ambassador to Washington.

NEW YORK,
September 3, 1924.

"You have had fifty happy and useful years together and there are few couples in the world who have been able over such a span of years, not only to enjoy the happiness of a congenial life together, but also to help so many other people and make the world happier and better."

CHARLES A. STONE,
President, Stone & Webster.

CHICAGO,
August 25, 1924.

"I have often envied you your experiences and the universal regard in which men hold your opinion and advice."

HARRY A. WHEELER,
President, Union Trust Company.

PEKING,

September 20, 1924.

"Please accept my heartiest congratulations on the fiftieth anniversary of your continued prosperity and enjoyment of every blessing that this world can bestow."

W. W. YEN,

Minister of Foreign Affairs for China.

We were also very happy to have a nice letter from His Excellency Li Yuen-Hung, ex-President of China.

"Dear Mr. Dollar:

"I consider it a great honor to receive your invitation to be present at your Fiftieth Wedding Anniversary. I received the invitation when giving a luncheon to a number of prominent officials and was very much pleased to be able to make an announcement of this glorious occasion to the guests; most of whom know you intimately.

I for one, shall always gratefully remember how you have helped the people of my country and myself. I recall six years ago when you and your able son, Mr. Harold, dined with me that you promised to help me for another twenty-five years.

I deeply regret that owing to the distance I cannot be present to offer my hearty congratulations but I desire to have you know that there resides in my heart an immeasurable joy for your happiness.

As a small token of my hearty greetings I have ordered a gold picture frame. This frame consists of two hearts joining together on which Chinese inscriptions are to be carved. When it is ready it will be sent to your Tientsin Manager for transmission.

"In concluding I wish to offer all good wishes to both your good self and Mrs. Dollar, and my most respectful congratulations.

LI YUEN-HUNG, Ex-President of China."

Late President of the U. S. Cham. Com.

Our friends also very generously remembered our Golden Wedding with magnificent gifts. In fact we were both overwhelmed with the beautiful tributes of friendship and affection which we received.

My dear wife and I feel our years together have brought us such a boundless degree of success and happiness that we are, indeed, a most fortunate couple. Now that our marriage has reached the half century milestone we can only express our gratitude to the merciful Father who has given so freely of His bounty.



GERMAN ZEPPELIN "ZR-3"
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ADDENDA

BECAUSE this book has confined itself to ships and shipping both at home and abroad, I feel it quite in order to relate the part the *S. S. Robert Dollar* played in the first trans-Atlantic voyage of an airship.

When the German zeppelin ZR-3 left its mooring place in Germany and headed for America, history was in the making. With the unerring instinct of a bird, the ZR-3 neared the shores of America, and although it passed over many familiar landmarks in Europe before quitting the shores of Spain, no ships were sighted during the air voyage across the Atlantic until the air liner was within a few hundred miles of the American shore line, when it passed over the *Robert Dollar*. Anxious to know whether it was adhering closely to its course, the ZR-3 circled over the *Robert Dollar* and asked for its position. The Captain of the *Robert Dollar*, then reversed his signals in order that the air navigator might read them with ease.

While this courtesy of the seas was being accomplished a member of the crew of the airship photographed the *Robert Dollar*. This picture was later published throughout the United States and considerable comment was made regarding the meeting of the airship and our cargo carrier.

The initial air crossing of the Atlantic is very significant, for I feel that while ships will always carry the major portion of the world's cargo across the seas, nevertheless, air transportation will some day prove practical.

Within my lifetime I have seen water transportation evolve from the sailing ship with its tall masts and outspread sails, to the present day ocean liner with powerful engines in its hold. Now comes the airship, speedy, commodious and capable of conquering the Atlantic. The years ahead will undoubtedly bring airships nearer perfection and we ship owners in the future will have to compete with the carriers of the air.

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